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ABSTRACT

This directory describes the training that is taking place in the private sector in the various industries in South Africa, excluding agriculture and domestic service, at a macro level. It focuses on training given or coordinated by industry training boards, regional training centers, certain employer organizations, and certain large employers, as an example of training that is available in an industry. Industries are classified into the following categories: mining and quarrying; manufacturing (food beverages and tobacco; textile, clothing, and leather; wood and wood products; paper and paper products; chemicals; nonmetallic mineral products; metal products, machinery, and equipment; electricity, gas, and water; construction; wholesale and retail trade, catering, and accommodation; transport, storage, and communication; finance, insurance, real estate, and business services; and community, social, and personal services.) Descriptions of training organizations are presented alphabetically, according to the industries in which they are found. Each description covers such areas as running training courses, coordination and administration of training, setting syllabi and setting standards, setting examinations, training for trainers or instructors, financing of training, training facilities, and contact person. A description of the training available at the nine regional training centers concludes the directory. (YLB)

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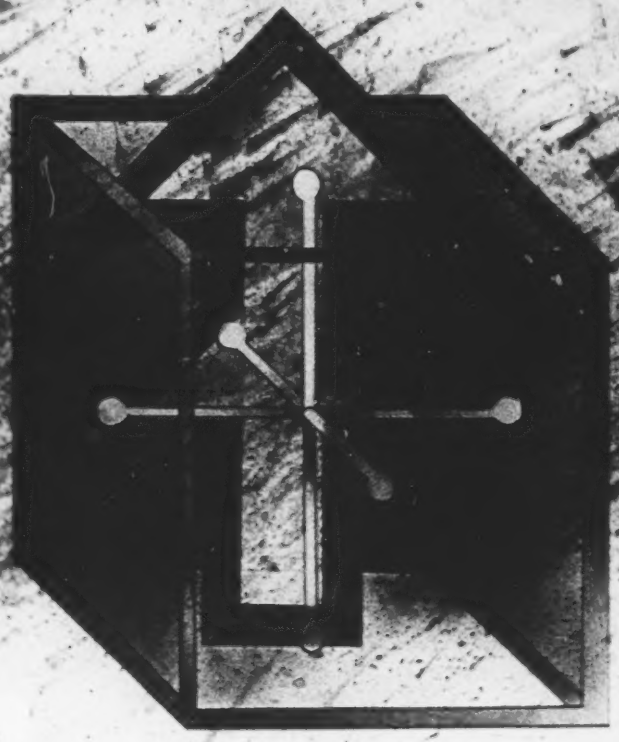
A VOCATIONAL TRAINING DIRECTORY



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A VOCATIONAL TRAINING DIRECTORY

Susan Heymans
Ros Hirschowitz

HUMAN SCIENCES RESEARCH COUNCIL

MM 138

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Permission was obtained to publish the information, names and addresses contained in this directory from industry training boards, employer organizations, employers of large numbers of employees and the nine regional training centres. Participants were also asked to verify the accuracy of the description that was given of their organization in this directory. A special word of thanks to all the organizations that made this directory possible.

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A VOCATIONAL TRAINING DIRECTORY

1. INTRODUCTION

At present, the critical shortage of people in the workforce who possess the necessary work related skills is seriously hampering the economic growth and development of the country. Training of the workforce is needed, not only to improve productivity, but also to facilitate the development of a more competent workforce and better labour relations. Training can also encourage the acquisition of skills needed in relation to the introduction of new technology in the workplace.

Employers are increasingly realising that if they do not train their own workforce, their employees will continue to lack the skills that are needed for their specific work situations. Many organizations in South Africa do already offer a wide variety of vocational training. Some organizations take care of their own specific training needs, while others, such as the regional training centres and certain employer organizations and industry based training boards, offer a more general training for employees of various organizations within a specific industry, or even for a variety of industries. However, training efforts are sometimes unco-ordinated; unnecessary duplication occurs and training facilities may be underutilized. Before an employer can take decisions regarding the training that is required by the staff of an organization, it may be important to know what training is available in the country as a whole and where this training can be received.

Vocational training that is offered for people in employment in the various industries that constitute the economy of the country therefore needs to be recorded in the form of a directory because this type of information can give an indication to employers and employees of how work related skills can be acquired nationwide.

2. AIMS OF THE DIRECTORY

This directory aims to give a macro perspective of the training that is at present available in South Africa. The main objectives are to encourage better co-ordination and more co-operation between organizations and industries in their training endeavours through making more information available to those involved in training. It also aims to promote better utilization of training facilities and to prevent duplication of both facilities and training programmes by putting training organizations in touch with each other.

3. ACTUAL INFORMATION CONTAINED IN THE DIRECTORY

This directory describes the training that is taking place in the private sector in the various industries of the country, excluding agriculture and domestic service, at a macro level. It focuses on training given or co-ordinated by industry training boards, by regional training centres, by certain employer organizations and by certain large employers, as an example of training that is available in an industry. It does not attempt to describe all the training that is going on at a micro level in all organizations. It also does not attempt to identify all organizations that are either directly or indirectly involved in training.

The directory focuses on the private sector, thus, with the exceptions of the Department of Posts and Telecommunications and the municipalities, excluding the public sector. The industries are classified according to the *Standard industrial classification of economic activities (Fourth Edition)* (Central Statistical Service, 1988). All industry training boards who are accredited with the Department of Manpower were identified as well as those who are in the process of gaining accreditation. In those industries where, as yet, no training boards exist, employer organizations were contacted. Their names and addresses were obtained from *The trade union directory* (1988). In addition, certain employers of large numbers of employees in a specific industry were contacted and information on the nine regional training centres was also obtained.

Information on training taking place at tertiary educational institutions such as universities, technikons and technical colleges as well as at various schools focusing on vocational training is not contained in this directory, since the point of departure is the training that is available for people in employment. Information on specific professional training, in addition to academic requirements, that is required for registration with professional bodies such as the South African Medical and Dental Council is also excluded from this directory, since the focus is on training taking place within industries.

In a dynamic field such as training, a directory such as this one cannot reflect the changes that are taking place over time. The number of training boards that are being established or who are applying for accreditation is increasing and many new organizations are entering the training field. Updating of this directory on a regular basis is therefore essential.

4. USE OF THE DIRECTORY

In this directory, descriptions of training organizations are presented alphabetically according to the industries in which they are found.

4.1 CLASSIFICATION OF TRAINING

In accordance with the classification system that was used in the *HSRC/NTB investigation into skills training in the RSA* (1989), six occupational levels in terms of which training could be directed were used in this directory, namely:

- Top management level
- Middle management level
- First-line management level
- Supervisory level
- Support personnel level
- Operative or production workers' level

In addition, the skills that are required in a work situation were classified into six categories as follows:

- handling or manipulative skills
- cognitive skills
- communication skills
- human relations skills
- management skills

The proportion of training allocated by each training organization to the acquisition of each of these skills is, in all cases, an estimate.

4.2 CLASSIFICATION OF INDUSTRIES

Industries were classified into the following categories:

- Mining and quarrying
- Manufacturing
  - Food beverages and tobacco
  - Textile, clothing and leather
  - Wood and wood products
  - Paper and paper products
  - Chemicals
  - Non-metallic mineral products
  - Metal products, machinery and equipment
- Electricity, gas and water

- Construction
- Wholesale and retail trade, catering and accommodation
- Transport, storage and communication
- Finance, insurance, real estate and business services
- Community, social and personal services

In addition, a description of the training available at the nine regional training centres and their branches is also given.

5. DESCRIPTIONS OF TRAINING ORGANIZATIONS ACCORDING TO TYPE OF INDUSTRY

5.1 MINING AND QUARRYING

- Mining Industry Engineering Trades Training Board

- Randfontein Estates Gold Mining Company (W) Limited
  Battery Reef Safety Training Centre

MINING INDUSTRY ENGINEERING TRADES TRAINING BOARD (MIETTB)

1. RUNNING TRAINING COURSES

The organization does not run training courses.

2. CO-ORDINATION AND ADMINISTRATION OF TRAINING

a. The board co-ordinates the training done in 19 group centres of the mining houses.

b. It co-ordinates the setting of standards, the setting of trade tests and the development of mark sheets used by these centres.

c. A consultancy service for training is also offered to other industries.

d. The training which is co-ordinated focuses on the operative or production worker (70 %) and the support staff (30 %) level.

e. The main focus is on acquiring technical skills required in mining trades (50 % of training is geared towards this end). However 20 % of training focuses on the acquisition of handling or manipulative and 20 % on cognitive skills. Only 5 % of training aims to improve communication skills and a further 5 % aims to improve human relations skills.

f. Training to acquire management skills is not co-ordinated by the board.

g. Courses which it co-ordinates last between two and four years.

h. A modular system for training to acquire technical skills is used. The objectives of training and the standards to be acquired are made clear before training commences, then on the job-off the job modules are introduced. The person receives training, then practices what has been learned on the mines. Self tests and self evaluations form the basis of training. The trainee monitors his/her own progress.

i. Certificates are issued to artisans by the MIETTB. These certificates are signed by the registrar of training and the secretary of the board.

3. SETTING SYLLABI AND SETTING STANDARDS

a. The board sets syllabi for artisan training for the mining industry.

b. When syllabi are drawn up, minimum standards are set.

c. The trainee must meet certain minimum standards for each module before he/she can proceed to the next module.

4. SETTING EXAMINATIONS

This is done only for artisan training.

a. The trainee is required to complete one phase of training at a time.

b. When all modules or phases are completed, the trade test for qualification as a specific artisan is taken.

c. The trade test is taken at the specific training centre under the supervision of the accredited testing officer.

5. TRAINING FOR TRAINERS OR INSTRUCTORS

The requirements for a training officer in the industry are:

a. An N3 qualification.
b. Five years training experience
c. Chamber of Mines certificate.

<u>Training officers are used for</u>

a. Internal training.
b. Competency based training.

6. CONTACT PERSON

Ms S.R. Carthy
Administrative Manager
Mining Industry Engineering Trades Training Board
P.O. Box 809
JOHANNESBURG
2000

(011) 838-8211X2646

RANDFONTEIN ESTATES GOLD MINING COMPANY (W) LIMITED BATTERY REEF SAFETY TRAINING CENTRE

This organization is not registered as a private training centre with the department. It is also not accredited by a training board.

1. **RUNNING TRAINING COURSES**

a. It runs training courses for the mining industry in mining, metallurgy, engineering, geology and industrial relations.

b. Three quarters of training is aimed at the operative or production worker level (75 %), while 10 % is geared at supervisory level and 10 % at support staff level. Management training represents 5 % of courses. (All percentages are estimates.)

c. More than half of the training (55 %) aims to improve handling or manipulative skills, while a quarter (25 %) aims at improving technical skills. Relatively little training is geared towards improving cognitive (10 %), communication (5 %), human relations (2 %) or management (3 %) skills.

d. Courses last from one day to two weeks.

e. A variety of techniques including classroom teaching, videos, simulations, group discussions and on the job training are used.

f. A modular system of training is used for the acquisition of handling and manipulative and technical skills, and to some extent, cognitive skills.

g. Certificates are issued as proof that the trainee has completed the programme, which is recognised in other mines.

2. **CO-ORDINATING TRAINING**

Co-ordination takes the form of bringing together training done at outside organizations, with in-service training.

a. The individual with talent is identified for external training.

b. In-house and external training courses are then co-ordinated.

c. Co-ordination of training is done for top level (15 %), middle level (40 %) and lower level (20 %) managers, for supervisors (15 %) and to a slight extent for support staff (5 %) and operative or production level staff (5 %).

d. Courses that are co-ordinated aim mainly at the acquisition of communication (20 %), human relations (20 %) and management (20 %) skills as well as technical skills (20 %), while less co-ordination is done for training to acquire cognitive (15 %) or handling and manipulative (5 %) skills.

e. Courses last for varying lengths from 1 day to 4 years.

f. Some courses that are co-ordinated particularly those that take the form of manipulative and handling and technical skills acquisition are available in modular form.

g. Not all organizations who do outside training for the mining industry give certificates for training. The group training centres do however give certificates.

3. SETTING SYLLABI

a. The training centre identifies training needs.

b. It then develops training courses.

c. It draws up a hierarchy of modules showing how modules relate to each other and the order in which they should be presented.

4. SETTING STANDARDS OF TRAINING

a. A realistic time period is set for the completion of tasks.

b. Defined tasks are given to the trainee.

5. FINANCING OF TRAINING

a. The organization finances all its own in-house training.

b. It pays for the training centre and for the employees to attend training courses.

c. It also pays for trainees to go to other training centres.

d. Costs of training are shared with other mines.

6. TRAINING FACILITIES

a. The organization has its own training facilities which are not shared with other training organizations.

b. These facilities are optimally utilized.

7. CONTACT PERSON

Mr S.S. McLuckie
Training Manager
Randfontein Estates Gold Mining Company (W) Limited
Battery Reef Safety Training Centre
P.O. Box 2
RANDFONTEIN
1760

(011) 412-1073/4

5.2 MANUFACTURING

5.2.1 FOOD, BEVERAGES AND TOBACCO

- Training Board for the Dairy Industry
- SA Chamber of Baking
- The Meat Board
- The Wheat Board

TRAINING BOARD FOR THE DAIRY INDUSTRY

This is a newly established board which has been functioning since July 1989.

1. **RUNNING TRAINING COURSES**

The organization does not run its own training courses. It structures, standardizes and co-ordinates the implementation of training.

2. **CO-ORDINATION AND ADMINISTRATION OF TRAINING**

a. At the moment, the board is acting as an information centre.

b. It refers people to existing training centres for the necessary training of non-dairy skills.

c. It structures, formulates and standardizes training for the dairy industry, regarding dairy specific skills.

d. A curriculum committee decides on course contents.

e. Both internal and external courses will be accredited by the board.

f. There is room for adaptations to the training to be made by individual employers.

g. The focus is at present mainly on technical training - rather than on other training.

h. The aim is to establish 13 different trades in the dairy industry.

i. The board is at present busy developing a standardised training system which will be applied from production level to management level.

j. At present training is done at dairy factories.

k. In future the board plans to introduce group training centres. It plans to have its own testing and training centres.

l. At present all training is geared to the production worker level: an estimated 50 % of training teaches broader technical skills.

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m. Duration of courses vary from 6 months to 2 years.

n. A competency based modular system of training has been introduced to acquire production techniques and to learn laboratory procedures.

o. The board plans to introduce five levels of certification from the handling and operating levels to the master craftsman full qualification.

p. These plans are in the process of being implemented.

q. Eventually, the board will administer its own artisan training.

3. SETTING SYLLABI AND SETTING STANDARDS

a. The curriculum committee is at present developing modular courses for the different levels.

b. These plans will be presented to employer organizations in the industry.

c. They are also being drawn up in co-operation with the Department of Manpower.

d. The accreditation committee is at present developing standards to enable it to accredit institutions, instructors, evaluators, examiners and courses.

4. EXAMINATIONS

a. An examining committee has been set up accordingly to the guidelines of the Department of Manpower.

b. Internal and external examiners are involved in testing candidates.

5. TRAINING OF TRAINERS

a. Existing instructors in the industry who are qualified in dairy technology and an appropriate computer based modular training (CBMT) approach are used for training.

6. FINANCING OF TRAINING

a. At present training is financed on a voluntary basis.

b. The levy system should help in financing training in future.

7. TRAINING FACILITIES

a. The board does not have its own facilities; but it has access to other facilities.

b. It needs a centralised facility for testing trainees, with its own facilities.

8. CONTACT PERSON

Mr B.G. Venter
Training Officer
Training Board for the Diary Industry
P.O. Box 1284
PRETORIA

(012) 286-400 (X179)

SOUTH AFRICAN CHAMBER OF BAKING

The organization is at present registered with the Department of Manpower as a training centre. It is planning on registering as a training board.

1. **RUNNING TRAINING COURSES**

   a. Courses are run for the baking and confectionery industry, to teach confectionery production, craft bread and large scale bread production techniques.

   b. All courses are geared to the operative or production worker level, while an estimated 40 % of training focuses on the acquisition of handling or manipulative skills, 40 % on technical skills and 20 % on cognitive skills.

   c. Each training module offered, lasts between two to three weeks. The entire course lasts 23 weeks.

   d. Training takes the form of practical demonstrations and "**hands on**" techniques.

   e. Competency based modular training is used for the acquisition of handling or manipulative, technical and cognitive skills.

   f. The chamber does not issue its own certificates but makes use of courses registered by others.

   g. As soon as it is registered as a training board, it will issue certificates.

2. **INVOLVEMENT IN CO-ORDINATION AND ADMINISTRATION OF TRAINING**

   a. The organization is involved in preparing course material, funding the group training centres, setting standards, selecting training staff and selecting students.

3. **SETTING SYLLABI**

   a. The chamber has a committee of experts from the industry to set syllabi at the operative or production worker level.

4. **SETTING STANDARDS**

a. At present, the organization accepts responsibility for maintaining minimum standards in the baking and confectionery industry.

b. In future, when it is registered as a training board, it will set standards for certificates.

5. **SETTING EXAMINATIONS**

a. The organization has a panel of examiners to set standard examination questions and to invigilate at examinations as external examiners.

6. **FINANCING OF TRAINING**

a. Training activities are funded through levies paid by members.

7. **TRAINING FACILITIES**

a. The organization uses the facilities of two group training centres.

b. These facilities are not optimally utilized.

8. **CONTACT PERSON**

Mr N.F. Alberts
Deputy Director
SA Chamber of Baking
P.O. Box 3211
PRETORIA
0001

(012) 341-7814

THE MEAT BOARD

At this stage, the Meat Board does not yet function as a training board for the red meat industry. It is however planning to do so during 1991.

1. **TRAINING COURSES**

   a. At present all training for the Meat Board to acquire operative and technical skills is done by a training centre.

   b. The Meat Board itself is presently running management and supervisory courses which it has recently developed.

   c. Each course lasts 3-5 days.

   d. The methods to be used in future training are a combination of lectures, the use of video material, "**hands on**" exercises and the application of learning to a work situation.

   e. A modular training system has not yet been introduced, but the board plans to do so.

   f. It also plans to introduce certificates for training once courses are started.

2. **CO-ORDINATION OF TRAINING**

   a. The board does not have a co-ordinating role to play in training.

3. **SETTING SYLLABI**

   a. A committee of butchers has been established to plan syllabi in future.

   b. Within the Meat Board, an internal committee for training has been established.

4. **SETTING STANDARDS**

   a. Negotiations are at present taking place for the establishment of nationally recognised standards of training in the meat industry.

5. EXAMINATIONS

a. Examinations, based on both practical and theoretical needs, will be handled by the instructors in future.

6. TRAINING OF TRAINERS

a. Two blockmen were trained as instructors at a training centre.

7. FINANCING OF TRAINING

a. At present internal training is financed by the Meat Board.

b. The financing of other courses is still being planned.

8. TRAINING FACILITIES

a. At present the board does not have its own training facilities, but it has access to facilities at a training centre. These facilities are at present not satisfactory.

9. CONTACT PERSON

A.J. Wilbers
P.O. Box 40051
ARCADIA
0007

(012) 323-1515

THE WHEAT BOARD

The Wheat Board is not registered as a training organization with the Department of Manpower. It has not applied for registration. Nevertheless it performs a training service.

1. **RUNNING TRAINING COURSES**

   a. Courses are run for the wheat industry and the grain silo industry.

   b. These courses focus almost entirely on operative and production level staff (99 %) and teach them mainly technical skills (75 %) as well as some communication, cognitive, human relations and management skills (25 %).

   c. Training methods include classroom teaching and practical application.

   d. A competency based modular training system is not used.

   e. A certificate is issued to successful trainees. These are recognised within the industry and also by the registrar of plant protection.

2. **CO-ORDINATING TRAINING**

   a. The board does not have a role to play in co-ordinating training.

3. **SETTING SYLLABI**

   a. The board sets its own syllabi for wheat industry courses.

   b. For the grain silo industry, there is a committee which develops training syllabi.

4. **SETTING STANDARDS**

   a. Grading regulations and rules are set up by the board. These rules determine training standards.

   b. As soon as these regulations and rules are approved, training courses are adapted according to the rules.

5 EXAMINATIONS

a. The board's own inspectors conduct examinations of trainees.

6. TRAINING OF TRAINERS

a. No training of instructors or trainers is done by the board.

7. TRAINING FACILITIES

a. The board has its own training facilities which are well utilized.

b. These facilities are not shared with other organizations.

8. CONTACT PERSON

Mr G.A. Carinus
General Manager
Wheat Board
P.O. Box 908
PRETORIA
0001

(012) 325-1970

5.2 MANUFACTURING (CONTINUED)

5.2.2 TEXTILE, CLOTHING AND LEATHER INDUSTRIES

- Clothing Industry Training Board
- Footwear Industry Training Board (FITB)
- LIRI Technologies
- Textile Industry Training Board

CLOTHING INDUSTRY TRAINING BOARD

1. **RUNNING TRAINING COURSES**

a. Courses are run mainly for the clothing industry, but occasionally for the textile and retail industries.

b. Courses are run to train people, not only in garment construction and sewing machine operation, but also in quality control, management and industrial relations.

c. Technicians, technologists, designers, supervisors, training officers and production managers are all trained.

d. The estimated percentage of courses offered at each level of functioning is as follows:

▪ Top level management	10 %
▪ Middle level management	20 %
▪ Lower level management	10 %
▪ Supervisory level	30 %
▪ Support staff level	10 %
▪ Operative/production level	20 %

e. The estimated percentage of training directed towards the acquisition of each type of skill is as follows:

▪ Handling and manipulative	20 %
▪ Technical	30 %
▪ Cognitive	05 %
▪ Communication	05 %
▪ Human relations	20 %
▪ Management	20 %

f. Training courses vary in length from one day to 2½ years.

g. Training methods include lectures, practical demonstrations, case studies, role playing, group discussions and experiential learning.

h. A modular system of training is used for technical skills.

i. Certificates are issued for all technical courses and short courses, which are recognised within the industry.

2. CO-ORDINATION OF TRAINING

a. The organization of courses and the organization of outside agencies to do training is undertaken.

b. The board is also involved in identifying training needs and training objectives of the industry.

c. The board's own training centres and outside consulting organizations are used for actually doing the training.

3. SETTING SYLLABI

a. Syllabi are set by means of:

- identifying the needs and objectives of training,
- consultation with specialists from specific disciplines and
- compilation of courses using task analyses.

b. Syllabi are set for all levels of posts and for all levels of functioning.

4. SETTING STANDARDS

a. The board set standards for training in the industry based on the knowledge and skills required to master each module.

b. Task analyses are used to set standards.

c. Standards are set predominantly for operative/production worker level to acquire technical skills.

5. SETTING EXAMINATIONS

a. A test is done at the end of each module.

b. Objectives are evaluated.

c. The trainee is required to demonstrate what he/she has learned.

d. External evaluators are brought in for longer courses.

e. Evaluations are set for all levels of staff and all levels of skill.

6. **TRAINING OF TRAINERS**

a. The board trains its own instructors to do its own training.

b. The board also trains instructors for the entire industry.

c. Instructors are trained for the operational/production worker level to teach manipulative and technical skills.

d. An instructor's register is kept containing information on the trainer and on the training he/she has given.

e. In addition to instructors, training officers are trained to give management training and other types of instruction.

7. **FINANCING OF TRAINING**

a. Training is financed through levies.

b. It is also financed through fees charged for courses.

8. **TRAINING FACILITIES**

a. The board has three training centres.

b. They are not shared with other organizations.

c. The facilities are not fully, but satisfactorily utilized.

9. **CONTACT PERSON**

Mr P. Riches
Director
Clothing Industry Training Board
P.O. Box 226
SALT RIVER
7925

(012) 417-2470

FOOTWEAR INDUSTRY TRAINING BOARD (FITB)

The Footwear Industry Training Board was established only recently as a formal training board and it will be responsible for all training in the industry, in addition to the training provided by individual companies at plant level.

The Board will assume the following functions in the future:

a. The administration and/or the co-ordination of training that is offered by other training organizations in the footwear manufacturing industry. The main focus will be on training at the supervisory and operative level.

b. Deciding on the content of training courses and setting standards for training in the industry.

c. Involvement in the financing of training.

d. Accreditation of courses, facilities, etc.

CONTACT PERSON

Mr D.J.F. Linde
The Director
Footwear Industry Training Board
P.O. Box 23100
PORT ELIZABETH
6009

(041) 55-2517

LIRI TECHNOLOGIES

Training is done for the leather industry by LIRI TECHNOLOGIES, formerly the Leather Industries Research Institute.

The organization is registered as a private training centre with the Department of Manpower.

1. **RUNNING TRAINING COURSES**

   a. The organization runs training courses for the hide and skins, leather tanning, footwear, clothing and engineering industries.

   b. Courses are run for organizations in these industries as well as for the unemployed under the government subsidy scheme.

   c. Training courses take place in the areas of management, communication, supervision, machine operation and quality control.

   d. Correspondence courses are also provided.

   e. An estimated 30 % of courses are geared towards top management, while 70 % are geared towards other staff levels.

   f. Courses last from 2 days to 4 years.

   g. Training takes the form of lectures on site, on the factory floor and in formal venues. Competency based skills training takes place in the factories and at training centres.

   h. Certificates are issued to successful trainees. These are recognised within the industries as well as by the South African Society for Quality Control.

   i. Competency based modular training is used mainly for supervisory training.

2. **CO-ORDINATION OF TRAINING**

   a. Many aspects of training within the leather industry are co-ordinated by the unit.

b. When necessary outside consultants and university lecturers are called in to help with training.

3. SETTING SYLLABI AND SETTING STANDARDS AND EXAMINATIONS

a. The organization sets syllabi for training in the footwear, tanning and leather industries, and to some extent in the clothing industry.

b. At the same time as setting syllabi, standards are set.

c. The unit also sets examinations for their trainees.

4. TRAINING OF TRAINERS

a. The unit trains trainers for these various fields.

5. TRAINING FACILITIES

a. The organization has its own training facilities.

6. CONTACT PERSON

The Director
LIRI Technologies
P.O. Box 185
GRAHAMSTOWN
6140

(0461) 27310

TEXTILE INDUSTRY TRAINING BOARD

1. RUNNING TRAINING COURSES

a. The board does not run its own training courses.

b. The board supports the Textile Technologist's course at the Technikon Natal. The aim of the course is to provide the Industry with Technologists at the T3 or T4 level.

c. The board is conducting a training needs survey. Results of this survey will determine training and education aims to be focused on in the future.

2. CO-ORDINATION OF TRAINING

a. The board co-ordinates apprenticeship training which is done by companies in the Industry using centres such as regional and private training centres, and manufacturers' training centres or facilities.

b. The training which the board co-ordinates takes place in the textile industry. Apprentices from the electrical or metal industry could also be employed in the textile industry.

c. All technical training that this board co-ordinates takes place at the apprentice training level.

d. All the co-ordination focuses on the acquisition of technical skills.

e. A number of apprenticeship training modules are co-ordinated at the apprentice level. The training lasts between 34 and 48 months.

f. Competency based modular training is being used to acquire technical skills.

g. Co-ordination takes place with technical colleges for formal education.

h. Certificates are given to trainees by the board after training is completed and a trade test has been passed.

3. SETTING SYLLABI

a. The training board sets its own syllabi for courses.

b. These syllabi are set at the apprentice training level.

c. Syllabi are set only for technical skills.

4. SETTING STANDARDS

a. Standards are set according to a National Industry Minimum Standard for the acquisition of technical skills at apprentice training level.

5. SETTING EXAMINATIONS

a. The board is involved in setting minimum standards for trade tests.

b. It also sets minimum standards for tests for each module.

c. These tests are for apprentices to acquire technical skills.

6. TRAINING FACILITIES

a. The board does not have its own training facilities but has access to facilities.

b. The facilities are reasonable but could be improved.

7. CONTACT PERSON

Mr A. Nagel
Director
Textile Industry Training Board
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DOORNFONTEIN
2028

(011) 402-3373/4

5.2 MANUFACTURING (CONTINUED)

5.2.3 WOOD AND WOOD PRODUCTS

- The Furniture Industry Training Board
- Timber Industry Manpower Services (TIMS)

THE FURNITURE INDUSTRY TRAINING BOARD

1. RUNNING TRAINING COURSES

a. Industries for which training courses are run are furniture manufacturers and associated industries, for example door manufacturers, the retail furniture trade and development corporations of neighbouring states.

b. The main areas in which training is given include cabinet making, frame making, upholstery, wood machining, furniture polishing and carving and supervisory training.

c. An estimated 50 % of courses are geared towards the operative and/or production worker level, while 38 % are geared towards supervisory level, 10 % towards management levels and 2 % towards support staff levels.

d. An estimated 40 % of courses focus on acquiring technical skills, 20 % on communication skills, 13 % on human relations skills, a further 12 % on cognitive skills, 10 % on manipulative or handling skills and 5 % on management skills.

e. The duration of courses varies according to type of course. The introduction of modular training allows for different combinations. Courses for the supervisory level last 2-4 days, but take place 5 times a year over a training cycle of between 2 and 4 years while courses at operative or production worker level last from 4-12 days, but take place 5 times over a training cycle of between 2 and 4 years.

f. Methods of training include distance learning, seminars, experiential learning and action training, as well as conventional training methodologies.

g. Technical skills are taught by means of modular training.

h. Certificates are issued after demonstration of competence, which are recognised within the industry, but as yet there is no formal recognition.

2. CO-ORDINATING TRAINING

a. The training board receives a levy paid to them by the manufacturers to co-ordinate the training of apprentices and to provide a structured system of supervisory training.

b. The organization co-operates with other training centres in co-ordinating training.

3. **DEVELOPING COURSES AND SETTING SYLLABI**

a. The board regularly surveys the industry to assess their changes and requirements for Supervisory and Trades Training.

b. Thorough needs analyses are performed and modules are regularly changed in co-operation with the Industry.

c. The board is represented on various higher level industry organizations which feeds information on the changing needs through to the course development section.

4. **SETTING TRAINING STANDARDS**

a. For all learning modules criteria and objectives are set.

b. Speed and level of competence are taken into account.

c. A monitoring committee has been established to help in setting standards for the industry.

5. **SETTING EXAMINATIONS**

a. Practical tests are set for each module, based on levels of competence.

b. The board is currently working with the Department of Education and Culture to revamp the N1 to N3 subjects, and examinations will be set for these subjects in consultation with the Department of Education and Culture.

6. **TRAINING FOR INSTRUCTORS**

a. This type of training is offered as a three tier system namely a coaching skills programme, an instructor level programme and in-company training to instructors in the industry.

b. Courses are also available to other instructors in other industries at their request.

7. TRAINING FACILITIES

a. The board has its own training centres in Cape Town, Johannesburg and Durban, in addition it has satellite centres in Knysna and Potgietersrus as well as the regional offices in Port Elizabeth.

b. Where the board does not have facilities, especially workshop facilities, it makes arrangements to share facilities. Currently the following facilities are being shared:

Bloemfontein	-	Group Training Centres Workshops
Port Elizabeth	-	BIFSA Colleges Workshops
East London	-	I'Temba Training Centre Workshop.

c. All facilities are currently well utilised, plans for introducing extra facilities are being considered.

8. CONTACT PERSON

Mr J. Tyers
Executive Director
Furniture Industry Training Board
P.O. Box 8407
JOHANNESBURG
2000

(011) 331-9749/0

TIMBER INDUSTRY MANPOWER SERVICES (TIMS)

The organization is registered with the Department as a private training centre. There is no training board for the industry, but if one were to be developed, it is highly likely that TIMS will assume this function. A proposal in this regard is currently being served before the Forestry Council Committees.

1. **RUNNING TRAINING COURSES**

a. The organization runs training courses for forestry, agricultural and timber processing organizations. It also runs courses for local authorities, park boards and ESKOM.

b. Some of the other courses run include operating and maintaining power saws, operating and maintaining other woodwork machines, safety and timber grading.

c. Most courses (estimated at 70 %) are directed towards the support staff and the operative or production worker level. However an estimated 15 % of courses are directed towards supervisors and lower level managers, while 15 % are directed toward middle and top managers.

d. As far as the skills that are acquired are concerned, an estimated 95 % of courses are directed towards the acquisition of handling and manipulative skills. However, of this 95 %, 80 % of courses include a technical element and 75 % include cognitive elements. Relatively little of the course content is geared towards the acquisition of communication, human relations or management skills.

e. Most courses last from two to seven days. However, the forestry foreman's course lasts 10 months.

f. Methods used for training include lectures, "hands on" training, simulations, group work and assignments.

g. A competency based modular system is used for the acquisition of manual and technical skills, and where possible, for cognitive skills.

h. Performance certificates are issued. On certain courses only, where performance is difficult to measure, an attendance certificate may be issued.

i. These certificates are recognised in the industry and also by some outside organizations.

2. SETTING SYLLABI AND SETTING STANDARDS

a. The organization is continually busy with needs analyses.

b. When the need for an additional course is identified, investigations are carried out to determine if the course will be financially viable (cost effective).

c. The course is then developed.

d. Syllabi are set for all levels of staff and for all skills. Courses are developed on a consultative basis with the industry.

3. SETTING EXAMINATIONS

a. Each course has a competency evaluation built into it.

4. TRAINING OF TRAINERS

a. The training offered includes the possibility of acquiring general training as well as technical training skills to be able to train others. This applies particularly to the forestry industry.

5. TRAINING FACILITIES

a. The organization has its own training facilities which are adequate for the training needs of the organization.

6. CONTACT PERSON

Andrea Manning
TIMS
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RIVONIA
2128

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5.2 MANUFACTURING (CONTINUED)

5.2.4 PAPER AND PAPER PRODUCTS: PRINTING AND PUBLISHING

- Association of Pulp, Paper and Board Manufacturers
- Printing, Newspaper and Packaging Industry Training Board

ASSOCIATION OF PULP, PAPER AND BOARD MANUFACTURERS

There is at present no training board for the paper manufacturing industry, which falls under the forestry industry. However the association believes that it has different needs from those of the forestry industry and they would like to be a separate entity. The association may form a training board which is separate from the forestry industry. The only training involvement of the organization at present is helping financially in training for the industry. It gives bursaries, including all fees, residential costs and a monthly subsidy to students at technikons for the National Diploma in Pulp and Paper Technology.

CONTACT PERSON

Dr Matic
Association of Pulp, Paper
and Board Manufacturers (SA)
P.O. Box 10606
MARINE PARADE
4056

(013) 32-8918

PRINTING, NEWSPAPER AND PACKAGING INDUSTRY TRAINING BOARD

1. RUNNING TRAINING COURSES

a. Courses are run for the printing, newspaper and packaging industries.

b. Courses are run for unskilled, semi-skilled and skilled (artisans) workers and managers.

c. Sixty percent of courses are run at the operative or production worker level.

d. Eight percent of courses are geared to each of the other levels of worker namely top, middle and lower level management, supervision and support staff levels.

e. The courses involve learning a variety of skills from handling and manipulative to management skills.

f. Duration of courses vary from one day to three years, depending on the type of training needed by the trainee.

g. Lectures and demonstrations are the main methods of training used.

h. A modular training system is used to acquire skills at all levels.

i. Certificates are issued after completion of training. Printing training is recognised within the industry. Other artisan training, for example fitting and turning, is recognised by other industries.

2. CO-ORDINATION AND ADMINISTRATION OF COURSES

a. Apprenticeships of artisans are co-ordinated by the board.

b. This co-ordination takes place from registration to trade testing.

3. SETTING SYLLABI

a. A number of techniques are used to set syllabi for specific courses.

b. Modules for competency based training are developed.

c. The method of observational diagnosis is used to determine the inputs into a specific job or what is needed for the person to perform the job.

d. Job dimensions are determined and syllabi set accordingly.

4. **SETTING STANDARDS**

a. A code of practice for the industry has been set up by the board.

b. Training given conforms to the code of practice.

5. **SETTING EXAMINATIONS**

a. The board is only involved in the setting of examinations for trade testing.

b. The Department of Education and Culture issues a certificate for certain courses.

c. The Technikons offer National Diplomas in printing and packaging management.

6. **TRAINING OF INSTRUCTORS AND TRAINERS**

a. Instructors are trained to apply the modular system.

b. A training officer development programme has been introduced.

7. **FINANCING OF TRAINING**

a. A levy system is used to finance training.

8. **TRAINING FACILITIES**

a. The organization has its own training facilities which it shares with others.

b. These facilities are well utilized at present.

9. CONTACT PERSON

Mr van der Westhuizen
The Secretary
Printing, Newspaper and Packaging Industry
Training Board
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ROGGEBAAI
8012

(012) 25-4210

5.2 MANUFACTURING (CONTINUED)

5.2.5 CHEMICALS

- African Explosives and Chemical Industries (AECI)
- The Chemical and Allied Industries Training Board
- Pastics Federation of SA
- SA Pharmaceutical Manufacturers Association
- SASOL
- Sentrachem: Human Resources Group
- Unilever

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AFRICAN EXPLOSIVES AND CHEMICAL INDUSTRIES (AECI)

1. RUNNING TRAINING COURSES

a. The organization trains its own staff for its own internal needs.

b. A variety of training, including security, management, artisan, computer, operator, first aid and safety and supervisory courses have been introduced.

c. In addition in-service training for technikon students and student engineers is given.

d. An estimated 80% of courses are directed at the level of operative or production worker personnel while 20 % of courses are directed at support staff, supervisory, lower and middle management levels.

e. A variety of training methods, including lectures, workshops, simulations and participative techniques are used.

f. A modular training system is used for apprentice and technical training.

g. Certificates are issued for certain operator and production worker level courses and for computer courses.

h. Certificates are issued for technical training after competence has been demonstrated.

i. For management and supervisory courses, an attendance certificate is issued.

j. Some certificates are recognised within the industry, while others are only relevant to the company.

2. SETTING SYLLABI AND SETTING STANDARDS

a. The production management department determines the contents of courses for technical staff.

b. For management and supervisory training, course content is determined through both the human resources department and other managers.

c. Standards for explosives training are set according to the regulations of the Explosives Act, as well as according to the needs of the customers, management and training specialists.

d. Competency based modular training standards are set by production and plant management.

3. SETTING EXAMINATIONS

a. Operators who attend training courses are tested in the department for which they were trained by the trainer or the supervisor of the department. Testing or examination of engineering apprentices is done externally.

4. TRAINING OF TRAINERS

a. Trainers are trained to produce training material.

b. Training of trainers is done by the training and development division of the organization, which also makes use of outside organizations.

5. FINANCING OF TRAINING

a. Training is financed internally through the various departments.

6. TRAINING FACILITIES

a. The organization has its own training facilities. These are not shared with other organizations. In the opinion of the respondent, these facilities are over utilized.

7. CONTACT PERSON

L. Opperman
AECI
Modderfontein factory
P.O. MODDERFONTEIN
1645
(011) 606-3135

THE CHEMICAL AND ALLIED INDUSTRIES TRAINING BOARD

The larger employers in the industry are currently holding talks with a view to establishing an Industry Training Board.

CONTACT PERSON

Trever Eales
AECI Limited
10th Floor
Carlton Centre
JOHANNESBURG

(011) 223-1962

PLASTICS FEDERATION OF SOUTH AFRICA

The organization is registered with the Department of Manpower as a private training centre. At present there is no industry training board for the plastics industry, but the federation is in the process of establishing one.

1. **RUNNING TRAINING COURSES**

   a. The federation runs training courses in plastics technology, materials handling, management and other skills relevant to the plastics industry.

   b. It is estimated that half (50 %) of the courses are directed towards supervisory staff, and a quarter (25 %) towards lower level management. Relatively few courses are directed towards operators (10 %) support staff (10 %) and middle management 5 %).

   c. It is estimated that almost half (45 %) of the courses are directed towards the acquisition of technical skills, whilst 20 % of the courses are directed towards acquiring human relations and 20 % towards management skills. Relatively little training focuses on cognitive (10 %) or manual and manipulative (5 %) skills.

   d. The courses last between one week and eight weeks.

   e. They take the form of lectures and skills demonstrations.

   f. A modular training system is being used for manipulative and technical skills.

   g. Certificates are issued to successful trainees, recognised in the industry.

2. **CO-ORDINATION AND ADMINISTRATION OF TRAINING**

   a. The federation sets up training programmes.

   b. It works closely with other training instructors.

   c. It markets training among its members.

   d. It runs its own courses for the industry.

e. It does all the necessary administration linked to training.

f. Use is made of group training centres and technikons to do training outside the industry.

3. **SETTING SYLLABI AND SETTING STANDARDS**

a. Independent committees in the industry are set up to develop training courses for the industry and to develop syllabi.

b. Competency based testing systems are used to set minimum standards.

4. **SETTING EXAMINATIONS**

a. Papers are set by internal staff members with the help of external moderators.

b. The people setting the examinations are technically qualified.

5. **FINANCING OF TRAINING**

a. The federation obtains money from its members in the industry.

b. A fee is charged per student to cover direct training costs.

6. **TRAINING FACILITIES**

a. The federation has its own training facilities, which are not shared with other organizations.

b. They are well utilized.

7. **CONTACT PERSON**

Mr B. Naudé
Executive Director
Plastics Federation of South Africa
P.O. Box 1128
EDENVALE
1610
(011) 609-7956

SA PHARMACEUTICAL MANUFACTURERS ASSOCIATION

The organization is not registered as a training organization with the Department of Manpower

1. **RUNNING TRAINING COURSES**

   a. The association offers three courses, the Junior Course (entrance requirement, Std. 8) and two Advanced Courses, Part I and Part II (entrance requirement for both is a Std. 10 with mathematics).

2. **CO-ORDINATION OF TRAINING**

   It co-ordinates training of students in pharmaceutical production technology.

   a. The organization receives training enrolment forms.

   b. It registers candidates for pharmaceutical production technology.

   c. It sends out assignments to be done by the students.

   d. It monitors the marks of the students.

   e. It arranges for examination of students.

   f. The member companies of the association are responsible for the actual training.

   g. The training to acquire handling and manipulative (40 %) technical (15 %), cognitive (15 %), communication (15 %) and management (15 %) skills is co-ordinated by the association. (These percentages are estimates.)

   h. Training lasts between 1 year (Junior course) to 2 years (Advanced courses).

   i. Training takes the form of practical work.

   j. A contempetency based modular system of training is not used.

   k. Certificates are given to successful candidates which are recognised in the industry and serve as an incentive for employees.

3. SETTING SYLLABI AND SETTING STANDARDS

a. A committee of members of the association, consisting mainly of the scientific advisory subcommittee set syllabi.

b. The setting of assignments to be completed before the candidate takes the examinations ensures that standards are met.

4. SETTING EXAMINATIONS

a. All examinations are set by the Association.

b. Students in the Advanced courses can write an additional examination set by the SA Pharmacy Council, in order to qualify and register with the Pharmacy Council as Pharmacists' Assistants (Industry). Prior to writing the examination these candidates register with the Pharmacy Council as Pharmacists' Assistants (Trainees).

c. Members of the Committee mark assignments submitted by Advanced Course Part II candidates.

d. In respect of the Junior and Advanced Course, Part I the assignments are marked in house by tutors and they are moderated by members of the Committee.

5. TRAINING OF TRAINERS

a. Ad hoc meetings are held with supervisors who act as tutors for the two advanced courses. These tutors must be qualified pharmacists.

6. TRAINING FACILITIES

a. The organization does not require training facilities as it does not run its own training courses.

b. Students are trained in the laboratories of individual companies.

7. CONTACT PERSON

Mr J. Moorcroft
Legal Advisor
Northern Transvaal Chamber of Industries
Pharmaceutical Manufacturers Association
P.O. Box 933
PRETORIA
0001

(012) 323-1041

SASOL

1. RUNNING TRAINING COURSES

a. The organization runs its own artisan, production workers and management development courses.

b. Approximately half the courses (50 %) are directed at the production worker or process controller level, but even at this level, courses are further split into different levels of functioning.

c. Of the remaining courses, approximately 10% are directed at support personnel, 10 % at supervisors, 15 % at lower level managers, 10 % at middle level managers and 5 % at top level managers.

d. Training focuses on the acquisition of technical (30 %), cognitive (20 %), management (20 %), human relations (15 %), communication (10 %) and manual (5 %) skills.

e. The length of courses vary from course to course and for the different levels of training.

f. Training methods used include self instruction, learner controlled training, specific task training, seminars and project work.

g. A competency based modular training system is used for the acquisition of manual, technical and cognitive skills.

h. Both attendance and achievement certificates are issued to trainees which are widely recognised within the chemical industry and also in other industries.

2. CO-ORDINATION OF TRAINING

a. The organization co-operates with technikons and technical colleges regarding artisan and technical training for their staff to make this training applicable to the practical work situation.

b. This training co-ordination applies to courses relevant to the manufacture of petro-chemicals, as well as to coal mining.

c. Co-ordination of training focuses mainly on the acquisition of technical skills.

3. **SETTING SYLLABI AND SETTING STANDARDS AND EXAMINATIONS**

a. Standards and syllabi for training are set in accordance with the organization's own needs taking the guidelines of the National Training Board into consideration.

b. The organization does its own artisan testing

c. Tests are also devised for internal courses.

4. **TRAINING OF INSTRUCTORS**

a. Internal training of instructors does take place. These instructors are then able to teach production and technical skills.

b. Outside organizations are also used to train instructors.

5. **FINANCING OF TRAINING**

a. The organization finances its own internal training.

b. It also finances training for individuals done externally.

c. Bursaries and loans are also available for students.

6. **TRAINING FACILITIES**

a. The organization has its own training facilities.

b. These facilities are available to people from outside organizations for specific training.

c. The training facilities are used to optimum capacity.

7. **CONTACT PERSON**

Mr J. Bredenkamp
Manager: Manpower Resource Services
Sasol
Posbus 5486
JOHANNESBURG
2000

(011) 441-3111

SENTRACHEM: HUMAN RESOURCES GROUP

The organization is registered as a private training centre with the Department of Manpower.

1. RUNNING TRAINING COURSES

a. At present SENTRACHEM runs in-house courses, but it does not offer any training for the industry as a whole.

b. This in-house training is directed towards all staff levels except top management.

c. Outside organizations are used to train top management and to offer approximately 50 % of courses for middle management.

d. All training for lower level managers and supervisors is done by the organization itself.

e. Among support personnel, approximately 60 % of training is done by SENTRACHEM and 40 % by outside organizations.

f. For operative and production level staff all training is done within the organization. Most training is done on-the-job.

g. Training is given to acquire all levels of skills.

h. Courses vary in length from a few days to a year.

i. Training methods used include on-the-job training, lectures, role play, group techniques and case studies.

j. Modular training programmes are at present being developed. One package for modular training, namely human resources, has already been developed.

k. Computer training for operators will be presented in a modular system in future.

l. Certificates are sometimes issued; these are particularly for the lower levels of staff. They are recognized within the industry.

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2. ADMINISTRATION OF TRAINING

a. Training for the organization is decentralized into eight divisions.

b. A central body handles training policy matters for the whole organization.

3. SETTING SYLLABI AND STANDARDS

a. This is a decentralised function in the organization.

b. The central body sets training standards for the entire organization.

4. FINANCING OF TRAINING

a. The organization finances all of its internal training itself.

5. FACILITIES

a. The organization has its own facilities for training, but it also makes use of other organizations for example universities, technikons, and technical colleges to do some training.

b. The facilities could be more productively utilized.

6. CONTACT PERSON

Carel Bothma
Manager: Human Resources
Sentrachem Limited
P.O. Box 781811
SANDTON
2146
(011) 783-2121

UNILEVER

The organization is registered with the Department of Manpower as an industry training scheme and as a training centre.

1. **RUNNING TRAINING COURSES**

a. The training department runs courses for all the industries within the Unilever group, including the food processing, cosmetics, silicate, chemical and warehousing industries.

b. Training is given in the areas of apprenticeships, pupil technicians' training, basic business concepts, basic management, industrial relations and interpersonal training (appraisal, assertiveness).

c. Approximately a quarter (25 %) of the training is directed towards the operator or production worker level, whilst 30 % is directed towards lower level management, supervisory and support staff level, 35 % towards middle management and 10 % towards top management.

d. Training is offered to acquire the following skills (all percentages are estimated):

▪ Handling or manipulative skills	10 %
▪ Technical skills	15 %
▪ Cognitive skills	5 %
▪ Communication skills	5 %
▪ Human relations skills	5 %
▪ Management skills	60 %

e. Courses last from less than a day to one week. Operator courses are of short duration (5 hours) but are given frequently.

f. Techniques used include videos, lectures and hands-on-training.

g. A competency based modular system is used for the acquisition of technical skills.

h. The company does not give certificates any more because the previous training given was not as beneficial as it could have been. However the company is considering re-introducing certificates to motivate the trainees.

i. At present all the training that is done is in-house for UNILEVER but it is possible that they will offer training to other organizations in future.

2. CO-ORDINATION OF TRAINING

a. All the training that is co-ordinated is done for the UNILEVER group.

b. Apprenticeship and technical training is co-ordinated with technical colleges and technikons.

3. TRAINING FACILITIES

a. The organization has its own training facilities.

b. These are however not entirely fully utilized.

c. The organization is planning to start third party training for other organizations to utilize the training facilities better.

4. CONTACT PERSON

Mr M.C. Crutchley
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Technical Training Centre
Unilever
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BOKSBURG
1460

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MANUFACTURING (CONTINUED)

5.2.6 NON-METALLIC MINERAL PRODUCTS

- Master Diamond Cutters Association
- Institute of Plumbing (SA)

MASTER DIAMOND CUTTERS ASSOCIATION

The Association is at present not registered as a training organization with the Department of Manpower. It is however planning on establishing an industry based training board in the near future.

1. **RUNNING TRAINING COURSES**

   a. The Association has established a Diamond Training School, which offers training in all aspects of the Diamond Cutting Industry.

   b. Courses are directed towards the operative or production worker level to enable these workers to acquire the technical skills needed in the Industry.

   c. In addition to providing operative or production skills, the School provides specialized training courses to qualified employees in the Industry.

   d. The duration of the courses are from 3 to 6 months.

   e. The courses take the form of practical training.

   f. A competency based modular training system is used.

   g. Certificates are issued to employees as proof of having completed the training course.

2. **SETTING SYLLABI**

   The Association is directly involved in setting the syllabi for the Diamond Training School.

3. **SETTING STANDARDS**

   The Principal of the School sets the standards to be achieved by trainees.

4. **TRAINING FACILITIES**

   The Association has its own training facilities.

5. **CONTACT PERSON**

Mr M. Goch
Secretary
The Master Diamond Cutters Association
of South Africa
P.O. Box 11126
JOHANNESBURG
2000

(011) 29-6441

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INSTITUTE OF PLUMBING (SOUTH AFRICA)

The Institute of Plumbing is a relatively new trade association for plumbers and the plumbing industry (commenced operations March 1989).

1. **RUNNING TRAINING COURSES**

   a. The Association does run training courses and workshops. Training and education is the very foundation of this organisation.

2. **SETTING STANDARDS**

   a. Training requirements and parameters are set by the Institute.

   b. Artisan training is carried out by the BIFSA Training College under the Building Industry Training Board (BITB).

3. **FINANCING TRAINING**

   a. Levies are collected from only a portion of the membership through the various Industrial Councils to fund training.

4. **TRAINING FACILITIES**

   a. The Institute of Plumbing does not have its own training facilities.

5. **CONTACT PERSON**

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   Executive Director
   Institute of Plumbing (SA)
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   NORTHMEAD
   Benoni
   1511

5.2 MANUFACTURING (CONTINUED)

5.2.7 METAL PRODUCTS, MACHINERY AND EQUIPMENT

- ARMSCOR Group Training Board
- Information Technology Industry Training Board (ITITB)
- Metal and Engineering Industries Artisan Training Board (MEIATB)
- SA Institute of Welding
- Steal and Engineering Industries Federation of SA (SEIFSA)
- Training Board for the Precious Metal Manufacturing Industry

ARMSCOR GROUP TRAINING BOARD

1. **RUNNING TRAINING COURSES**

a. Courses are run for engineers and natural scientists in programme management, logistics management and contract management, as well as for artisans and technical staff.

b. The staff level at which training is geared is as follows: (percentages are estimates)

▪ Top management	5 %
▪ Middle level management	10 %
▪ Lower level management	20 %
▪ Supervisory level	25 %
▪ Support staff level	10 %

c. The training aims at improving the following skills: (percentages are estimates)

▪ Handling and manipulative skills	10 %
▪ Technical skills	20 %
▪ Cognitive skills	20 %
▪ Communication skills	15 %
▪ Human relations skills	15 %
▪ Management skills	20 %

d. Courses last from one to two weeks.

e. Training methods include classroom teaching, interactive video and workshops.

f. A modular system of training is used for artisan and technical training.

g. Certificates are issued for all courses.

h. These certificates are not widely recognised, except the artisan training ones which are nationally recognised and certain other courses.

2. **CO-ORDINATION AND ADMINISTRATION OF TRAINING**

a. ARMSCOR's training budget is decentralised.

b. The line manager takes decisions on training.

c. Training is linked to the career plan and promotion of the individual.

d. If the organization itself cannot offer a specific type of training, consultants and outside organizations are used.

e. Training is done by universities, private organizations as well as by ARMSCOR's own training officers.

3. **SETTING SYLLABI AND CURRICULUM PLANNING**

a. A technical training committee determines general training needs for the organization for the following 5-10 years.

b. Specific training needs are defined by the line managers.

c. The training officer decides on which experts are to be involved in training.

d. Curriculum planning passes through various stages and syllabi are tested and revised at each stage.

4. **SETTING STANDARDS**

a. The curriculum committee decides on what the standards of training ought to be.

b. The course presenter, in the final analysis, determines course standards; this is the main problem with training.

5. **SETTING EXAMINATIONS**

a. Trainees are tested through assignments, tests etc.

b. These are set up by the course presenter.

c. Standards are controlled through the assignments.

6. TRAINING OF TRAINERS OR INSTRUCTORS

a. Outside people are mainly used. ARMSCOR has put together a SA experts' register in which experts and their specialities in a specific field are identified.

b. Line managers and technical instructors are also used.

7. FINANCING OF TRAINING

a. Each department pays for the training of its staff members.

8. TRAINING FACILITIES

a. The organization has its own training facilities.

b. Other organizations such as private contractors and employers in other industries make use of the facilities.

c. These facilities are well utilized at present.

9. CONTACT PERSON

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Armscor
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PRETORIA
0001

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INFORMATION TECHNOLOGY INDUSTRY TRAINING BOARD (ITITB)

1. RUNNING TRAINING COURSES

a. The ITITB does not run any of its own training courses.

2. CO-ORDINATION OF TRAINING

a. The ITITB has appointed outside training companies to provide the training that is required in the business equipment industry. The Training Board Committee monitors the industry requirements for training.

b. All the training that is co-ordinated is of a technical nature at the operative or production worker level.

c. The average duration of courses that are monitored is two weeks.

d. Training methods include computer based training, competency based training and self instruction.

e. A modular system of training is used in the industry for the acquisition of technical skills.

f. Certificates are given in the industry to raise the professional standing of trainees. These certificates are recognised within the industry.

3. SETTING SYLLABI, SETTING STANDARDS, AND SETTING EXAMINATIONS

a. The ITITB is involved in setting syllabi covering various aspects of business equipment used in the information technology industry, from basic and complex machinery to microprocessors to computer mainframes.

b. Standards are set through the examination system of the ITITB.

c. Once course content is determined, examinations are set on the courses.

d. Technicians are required to pass an open book test at the centre first.

e. Then they are also required to pass a closed book test at the centre.

f. Following this they are required to take the industry board test.

g. A trainee can only obtain a certificate if he or she passes the board test.

4. **FINANCING OF TRAINING**

a. Each member organisation pays a levy to the board. If a trainee passes the board examination the industry training board refunds the employer for the training and pays a cash incentive to the member organisation for training.

This provides an incentive to train.

5. **TRAINING FACILITIES**

a. The organisation does not have its own training facilities.

b. It makes use of the facilities of a training centre.

c. It investigated training facilities country-wide and chose the centre that best meets its training needs.

6. **CONTACT PERSON**

Mr F. Ingarfield
Training Director
Information Technology Industry Training Board
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RANDBURG
2125

(011) 789-3805

METAL AND ENGINEERING INDUSTRIES ARTISAN TRAINING BOARD (MEIATB)

1. RUNNING TRAINING COURSES

a. The board does not run its own training courses.

2. SETTING SYLLABI AND SETTING STANDARDS

a. The organization conducted a needs analysis for each trade in the industry.

b. The organization drew up a modular training schedule for 32 trades.

c. It established objective criteria to which organizations are required to conform.

d. Employers are not told how to train.

e. Syllabi are only set for apprentices to acquire technical skills.

f. Standards are set in conjunction with the relevant industries and employees.

3. TRAINING FACILITIES

a. The organization does not have its own training facilities.

4. CONTACT PERSON

Mr H.G. Burrows
The Secretary
Metal and Engineering Industries Artisan Training Board
P.O. Box 61826
MARSHALLTOWN
2107

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SA INSTITUTE OF WELDING

1. RUNNING TRAINING COURSES

a. The organization runs welding technology and non-destructive testing courses for the metal and related industries.

b. It also runs practical welding courses for training the unemployed, as well as for the fabrication and construction industry.

c. An estimated 20% of courses are run for top level, 30 % for middle level and 25 % for lower level managers, while 15 % are directed at supervisors, and 10 % at the operative or production worker level (through training of the unemployed).

d. An estimated 15 % of what is taught aims at improving manual skills, 55 % aims at improving technical skills and 30 % cognitive skills.

e. Courses last from two to six weeks.

f. Methods used include lectures, practical demonstrations, in-house training and consulting.

g. A competency based modular system of training is used.

h. Certificates are issued to trainees which are widely recognized, and training conforms to international standards.

i. The Institute has finalised a unique system of career paths in the non-formal education and training system.

2. SETTING SYLLABI AND SETTING STANDARDS

a. The SA Qualification and Certification Committee for non-destructive testing sets the syllabi for Non Destructive Testing courses.

b. The Welding Industries Training Board prescribes the course contents, syllabi and examinations for the training of welding inspectors, supervisors, electricians, technicians, technologists and engineers.

c. The organization, through its instructors, sets training standards.

3. SETTING EXAMINATIONS

a. The South African Qualification and Certification Committee for Non-Destructive Testing sets examinations for the industry.

4. TRAINING INSTRUCTORS AND TRAINERS

a. The institute offers training to instructors working in both training centres and private training organizations.

b. It offers free training to teachers in technical subjects at schools.

c. It also trains trainers for the metal related industry, whether in fabrication, maintenance or construction.

5. TRAINING FACILITIES

a. The organization has its own excellent training facilities which are not shared with others and are well utilized.

6. CONTACT PERSON

Mr C. Smallbone
Executive Director
South African Institute of Welding
P.O. Box 527
CROWN MINES
2025

STEEL AND ENGINEERING INDUSTRIES FEDERATION OF SOUTH AFRICA (SEIFSA)

1. RUNNING TRAINING COURSES

a. The Education and Training Fund runs one apprentice training centre in Benoni for the metal and engineering industries. Only 140 apprentices are trained at this centre of a total of 11 000 in the country.

b. All courses are for apprentices, while an estimated 70 % of the training is directed towards the acquisition of handling and manipulative skills, 15 % towards technical skills and 15 % towards cognitive skills.

c. Each institutional training course lasts 24 weeks, while the full apprentice training period is 2 years minimum and 4 years maximum.

d. Training takes the form of on the job training and classroom instruction.

e. A competency based modular system is used.

f. The organization does not issue certificates for completed courses as these do not qualify trainees as artisans.

g. At present the apprentices qualify by taking a trade test through the Central Organization for Trade Testing (C.O.T.T.) but decentralised trade testing is being investigated.

2. FINANCING OF TRAINING

a. The Technological Fund provides bursaries for engineering technicians at technikons.

b. It also provides bursaries for undergraduate and post graduate study at a university.

c. It provides bursaries for black teachers at teacher training colleges who will teach English, Afrikaans, Mathematics, Science and technical subjects.

d. There is a levy grant system in the industry managed by the Metal and Engineering Industries Education & Training Fund into which all employers in the metal industry pay. The organizations get back a certain amount of money from the fund for each apprentice who qualified as an artisan - presently R14 400 maximum per apprentice.

3. TRAINING FACILITIES

a. The Education and Training Fund has one small institutional training centre.

b. These facilities are not being shared with other training organizations.

c. The facilities are not optimally utilized because not enough apprentices are being taken in for training.

d. Employers need to be encouraged to increase their apprentice intake.

4. CONTACT PERSON

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Head Education and Training
SEIFSA
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TRAINING BOARD FOR THE PRECIOUS METAL MANUFACTURING INDUSTRY

1. **PROBLEMS**

   a. The training board exists in name only. It is not yet a fully fledged training board as it is newly established.

2. **RUNNING TRAINING COURSES**

   a. The training for the board is at present being handled by a private company.

   b. This training is done for the gold and silversmith industry.

   c. All this training is geared towards the acquisition of technical skills at the operative or production worker level.

   d. The length of the course depends on the ability of the trainee and number of classes he/she attends and could last anything from three months to nine months.

   e. Methods used for training are lectures to acquire theoretical knowledge, demonstrations and actual performance of tasks to acquire practical skills.

   f. A competency based modular training system is used.

   g. Certificates are issued on successful completion of the course. Each basic skill is however commented on separately.

   h. There are eight to nine basic skills which are taught. These are tested individually.

   i. However all these skills are needed in combination with each other in manufacturing a product.

3. **CO-ORDINATION AND ADMINISTRATION OF TRAINING**

   a. As yet, no co-ordination of training takes place.

b. Stellenbosch University and the Durban-Westville Technikon offer relevant tertiary education but their courses are not necessarily accepted by the industry.

c. Apprenticeships are available at various employers

d. Employers are not always qualified to give the necessary apprenticeship training.

e. The private organization doing training for the board teaches basic skills which prepare prospective apprentices better for acceptance by employers.

4. **EXAMINATIONS**

a. Students are tested in all eight or nine basic skills by the private company running training courses.

b. The University, technikon and artisan testing is controlled by different bodies.

5. **TRAINING FOR TRAINERS OR INSTRUCTORS**

a. The organization has four qualified goldsmiths overseeing instruction.

b. There is dissatisfaction in the industry with standards of training and evaluation.

6. **TRAINING FACILITIES**

a. The organization has its own facilities, which are modern, and effectively designed.

b. It does not share these facilities with outside organizations.

7. CONTACT PERSON

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Training Board for the Precious Metal Manufacturing Industry
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5.3 ELECTRICITY, GAS AND WATER

- ESKOM Training Board

ESKOM TRAINING BOARD

Eskom College offers a wide selection of training courses, but the Eskom Training Board which came into being on the 17 December 1990, restricts itself at this stage to the organization and monitoring of training of apprentices in the Fitting and Turning, Electrician and Industrial Instruments Mechanics fields, and in the very near future, the Power Station Operator field as well.

1. RUNNING TRAINING COURSES

a. Training is done for the electricity supply industry, for the acquisition of electrical, mechanical, industrial instrumentation and operating skills.

b. Various groups of people are trained. For example 521 (7 %) Operators, 984 (13 %) Support Staff and 6 037 (80 %) pupil artisans and artisans were trained during 1990.

c. The emphasis is on the acquisition of handling or manipulative (45 %) or technical (25 %) skills. However cognitive (15 %), communication (5 %) and management (10 %) skills are also taught. The management referred to here is purely technical, such as planned and forced outage management.

d. The courses last from 10 days to 3 months.

e. Techniques used include classroom teaching and practical application of theory.

f. A modular system of training is used for the acquisition of handling or manipulative and technical skills.

g. A certificate is issued to technical staff after completion of each module which is recognised at ESKOM.

2. CO-ORDINATION AND ADMINISTRATION OF TRAINING

a. The board designs, develops and implements training for ESKOM apprentices. All other training is also designed, developed and implemented within Eskom, but this is not under the control of the "Training Board" at this juncture.

b. Specific training is done at each power station, but only the specific apprentice training falls under the jurisdiction of the "Board" for the time being.

3. **SETTING SYLLABI AND SETTING STANDARDS**

a. A needs analysis is prepared.

b. Phases of training, interspersed with practical and theoretical aspects, are set up.

c. Standards are set according to requirements of customers.

4. **SETTING EXAMINATIONS**

a. Competency tests are set by the "Board" for the modules used in apprentice training.

b. Theory is drawn up to satisfy the requirements of the tests.

c. Competency tests are handled by the "Board" through coaches and mentors.

5. **TRAINING FOR TRAINERS**

a. Trainers courses are run namely
- Instructor courses 1, 2 and 3
- Competency based training
- Technical trainer training
- Ordinary trainer trainer
- Instructional writing

b. Trainers are trained in needs analysis, research and development, practical presentation and evaluation of training

c. These courses are conducted by the Learning Technology and Services Department, and not by the Technical Department.

6. **FINANCING OF TRAINING**

a. Training is financed internally by ESKOM.

7. TRAINING FACILITIES

a. The organization has its own training facilities which are fully utilised to the capacity of the instructors on a single shift system. Moving to a 2 or 3 shift system would optimize the use of the resources. Approaches by other industries will be considered where the focus is similar and related.

8. CONTACT PERSON

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5.4 CONSTRUCTION

- Building Industries Training Board (BITB)
- Building Industries Federation of SA (BIFSA)
- Civil Engineering Industry Training Scheme

BUILDING INDUSTRIES TRAINING BOARD (BITB)

1. RUNNING TRAINING COURSES

The board does not run its own training courses. This training is done by the Building Industries Federation of South Africa (BIFSA).

2. CO-ORDINATION AND ADMINISTRATION OF TRAINING

a. The board co-ordinates training for the whole building industry.

b. Training that is co-ordinated takes place at BIFSA Training Colleges, Regional group training centres and at private organizations.

c. Artisan training is co-ordinated.

d. To some extent, the training of middle level managers is also co-ordinated.

e. The board identifies training needs.

f. It liaises with technical colleges, technikons and universities.

g. The training that it co-ordinates focuses on the acquisition of skills ranging from basic manual skills to complex and advanced manual skills as well as supervisory, instructional and job related casting and planning skills.

h. Little attention is paid to the co-ordination of communication, human relations or management skills training, except for Industrial Relations skills, in respect of which 2 day courses are presented.

i. Training courses in other fields last from 1 to 3 days for supervisors and middle management, and from 1 week for apprentices to 25 weeks for artisan training.

j. Certificates are issued for training which are recognised in the industry.

3. SETTING STANDARDS

a. Standards are set for training in all aspects of the building industry for artisans and for those acquiring manual building skills.

b. Training syllabi are set in conjunction with the Building Industries Federation of S.A.

4. FACILITIES

a. The training board has no facilities of its own for training.

b. Various other organizations, not only those in the building industry, make use of the BIFSA facilities which are not fully utilized at present.

5. FINANCING OF TRAINING

a. All building employers pay a levy into a training fund.

b. This fund is used to finance training.

6. CONTACT PERSON

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1685

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BUILDING INDUSTRIES FEDERATION OF SOUTH AFRICA (BIFSA)

BIFSA is directly responsible for running training courses for the building industry training board (BITB).

1. **RUNNING TRAINING COURSES**

a. BIFSA runs training courses for the building industry.

b. It also runs courses to acquire building skills for the mining, the transport, the sugar and the local authority industries.

c. It has three levels of training:

- Training of apprentices and assistants. This training takes place at its training colleges in Springs, Cape Town, Port Elizabeth and Durban: 90 % of training is done at this level.
- Higher level supervision and middle level management. The practical component is taught at the training centres or on the job but most training is done at technikons.
- Higher management level - University study is subsidised by BIFSA.

d. Eighty percent of courses focus on the acquisition of handling and manipulative skills, 12 % on technical skills. Very little attention is paid to training in cognitive, communication, human relations and management skills by BIFSA.

e. Production personnel courses last 4 months. Management training at the university lasts 4 years, technikon training lasts 4 years of which 2 years are spent training while in-service. Apprentice training varies in length, while supervisory and lower level management courses last 14 days.

f. A competency based modular training system is used to train people to acquire handling and manipulative and technical skills.

g. Certificates are issued by the organization for courses completed, but certificates for the final qualification test for apprentices are issued by the Department of Manpower.

h. These certificates are recognized both within the industry and in other industries.

2. CO-ORDINATION OF TRAINING

a. BIFSA co-ordinates training done at their training centres and other training within the industry. It also co-ordinates in-service training and training done by outside organizations for the building industry.

3. SETTING SYLLABI AND SETTING STANDARDS

a. Firstly a needs analysis of the skills needed in the industry is done.

b. Then these needed skills are grouped together.

c. Then course plans and syllabi are developed

d. Achievement tests are developed around the specific activities.

e. Production achievement criteria are set up at the same time as syllabi are set, taking into account the achievement abilities needed in the building industry.

4. SETTING EXAMINATIONS

a. At present, all examinations for artisan qualifications are taken at Olifantsfontein

b. When the existing law changes, BIFSA will set up its own examinations for artisan training.

5. TRAINING OF INSTRUCTORS

a. At the moment in-service training is used to train instructors.

b. BIFSA is busy developing special courses for instructors in the building industry in co-operation with the University of South Africa.

6. FINANCING OF TRAINING

a. Levies paid by employers in the building industry are used for training.

b. Bursaries are offered for management training and for the training of supervisors at universities and at technikons.

7. TRAINING FACILITIES

a. The organization has four training colleges of its own for doing training in the building industry

b. It shares these colleges with organizations in the transport and mining industries.

c. The facilities are not fully used at the moment because planning of training is done not only for immediate needs but also for long term needs.

d. The nature of the building industry is such that when the economy is in a recession, less people are trained.

8. CONTACT PERSON

Mr D.N. Fraser
Executive Director
Building Industries Federation South Africa
P.O. Box 1619
HALFWAY HOUSE
1685

CIVIL ENGINEERING INDUSTRY TRAINING SCHEME

1. RUNNING TRAINING COURSES

a. The organization runs training courses for the civil engineering and construction industries.

b. It trains people in all levels. The estimated percentage of courses directed at each level are:

- Top level management 5 %
- Middle level management 10 %
- Lower level management 20 %
- Supervisory level 30 %
- Support staff level 10 %
- Operative or production worker level 25 %

c. The training is geared at the acquisition of all skills. The estimated percentage of time spent on training to acquire these skills is as follows:

- Handling and manipulative 15 %
- Technical 25 %
- Cognitive 15 %
- Communication 10 %
- Human relations 10 %
- Management 25 %

d. Courses last from 3 to 5 days to a few months.

e. Lectures, videos, flip charts and practical demonstrations are used.

f. A modular system is used for all training in technical, communication and management skills.

g. Certificates are issued to those who have successfully completed training.

h. A log book system which annotates the courses a trainee has done is also used.

i. These certificates are recognised in the building industry.

2. CO-ORDINATION AND TRAINING

a. The organization helps construction firms with their training.

b. It prepared training packages.

c. It selects people to be trained as trainers.

d. It co-ordinates in-house training in the civil engineering and construction industries.

3. **SETTING SYLLABI**

a. Needs surveys are conducted and syllabi are developed, based on the needs survey.

4. **SETTING STANDARDS**

a. Standards must meet the requirements of the South African Bureau of Standards.

b. The organization sees to it that these standards are met.

c. There are also performance standards set by the Industry.

5. **TRAINING FACILITIES**

a. The organization has its own training facilities which it shares with others and which are well utilized at present.

6. **FINANCE**

a. Levy system is used to finance training (0,6 % of wage bill).

7. **CONTACT PERSON**

Mr J. Potgieter
National Training Manager
Civil Engineering Industry Training Scheme
P.O. Box 644
BEDFORDVIEW
2008
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5.5 WHOLESALE AND RETAIL TRADE, CATERING AND ACCOMMODATION

- Hotel and Catering Industry Training Board
- Small Business Development Corporation

HOTEL AND CATERING INDUSTRY TRAINING BOARD

1. RUNNING TRAINING COURSES

a. The council runs training courses for the retail, accommodation, catering and liquor industries.

b. The main areas covered are those of hotel management, professional cookery, restaurant and commercial catering. Courses for wine stewards, waiters and chambermaids are also run.

c. An estimated 40% of courses are directed towards the supervisory (hotel management) level.

d. Approximately 60% of courses are directed at the operative or production worker level.

e. Regarding skills acquisition, approximately 70% of training is geared towards the acquisition of handling and technical skills. These types of skills are used in combination with each other in the hotel and catering industry.

f. A further 30% of training focuses on cognitive, communication, human relations and management skills.

g. The length of training varies from less than one week to 2-3 years, depending on the nature of the course.

h. Training takes the form of in-service training, lectures at the technikon, instructor training and role play.

i. The organization is in the process of developing competency based modular training for all skills.

j. Certificates are issued jointly with technikons and group training centres. There are also certificates for in-service training. These are all recognised within the industry.

2. CO-ORDINATION OF TRAINING

a. In-service training is monitored, by means of training advisors.

b. The council co-ordinates and organizes co-operative education courses run by the technikons and the employer.

c. The training given by both the regional training centres and the technikons is also co-ordinated by the council.

d. Use is made of outside consultants to identify skills shortages and relate these to training needs.

3. **SETTING SYLLABI**

a. The council together with the technikons, group training centres and employers in the industry determine syllabi.

b. Outside consultants are used for research into training needs and preparation of courses where necessary.

c. Syllabi emphasize handling and manipulative and technical skills, but all skills are involved.

4. **SETTING STANDARDS**

a. A standards committee has been established to set standards of training for the industry.

5. **TRAINING OF INSTRUCTORS**

a. A facilitator course is run by the board through in-service training.

6. **FINANCING OF TRAINING**

a. The introduction of a levy system will enable it to finance more training and to possibly also introduce itinerant training.

7. **TRAINING FACILITIES**

a. The council has its own training facilities at its offices.

b. It also makes use of training facilities at the regional training centres, at the hotels themselves and at technikons.

c. These facilities are well utilized at present, but there is a need for more training facilities.

8. CONTACT PERSON

Mr Fourie
The Executive Director
Hotel and Catering Industry Training Council
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SMALL BUSINESS DEVELOPMENT CORPORATION

1. **RUNNING TRAINING COURSES**

   a. The organization runs training courses for small business owners and prospective small business owners to acquire business skills.

   b. All skills that are taught can be identified as cognitive skills related to solving problems.

   c. Training methods used are a combination of lectures, in-service training, role playing, case studies and other interactive methods.

   d. A competency based modular system of training is used.

   e. Certificates are issued to successful trainees who expect it as a reward for completing training.

   f. These certificates are not generally or nationally recognized.

2. **SETTING SYLLABI**

   a. A needs analysis is done.

   b. This analysis determines the syllabi.

3. **SETTING STANDARDS**

   a. The organization sets its own standards for its own courses.

   b. All organizations offering small business training have their own methods and their own standards.

   c. In the opinion of the respondent, national standards for training small business owners cannot be set.

4. **SETTING EXAMINATIONS**

   a. The organization sets its own examinations.

5. **FINANCING OF TRAINING**

a. The organization receives sponsorships and donations.

b. It attempts to make training courses pay for themselves.

6. **TRAINING FACILITIES**

a. The organization has its own training facilities which it does not share with other organizations.

b. These training facilities are well utilized.

7. **CONTACT PERSON**

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2000

(011) 643-7351

5.6 TRANSPORT, STORAGE AND COMMUNICATION

- Aerospace Industry Training Board (AITB)
- Dept. of Post and Telecommunications
- S.A. Stevedores Limited
- Training Board of the Road Transport Industry
- Transnet
- Unicorn Lines

AEROSPACE INDUSTRY TRAINING BOARD (AITB)

The Aerospace Industry Training Fund (AITS), which is administered by the AITB has been officially instituted by Gazette No. 12907 dated 1990-12-21, Notice R2942. The Board is not yet fully accredited, but is in the process of negotiations to become so. Full accreditation will follow National Training Board/Department of Manpower (NTB/DMP) approval by approximately Oct. '91.

1. RUNNING TRAINING COURSES

AITB operates via training centres run by the Industry, for example by Atlas Aircraft Corporation and Safair. It does not actually run courses. Training is done by aircraft manufacturers and air transport services. The board will only operate its own training centres in rare cases where the Industry cannot perform this function viably.

2. CO-ORDINATION OF TRAINING

The following steps are taken:

a. Identifying the members in the Industry.

b. Identifying the needs of the Industry.

c. Setting up criteria for training.

d. Encouraging the financing of training and financing some training.

e. Liaising with other training boards.

f. Giving guidance to established training centres on how to approach training.

g. Setting up records of training done.

h. Publishing vocational training courses for the Industry.

i. The training itself is largely done by two companies in the Industry.

j. At present, most training in the Industry is for artisan apprentices.

k. A modular system of training is currently used but only for the acquisition of electronic skills. Modular training will be implemented progressively for the other skill groups.

l. Certificates are issued for two types of training.

* in-house training - the companies issue their own certificates. These certificates are recognised within the Industry.

* apprentice training - certificates are issued in conjunction with the Department of Manpower currently, but AITB will take over this role progressively from late '91. These are recognised both within and outside the Industry.

m. Supervisory and management training is currently not included in AITB's mandate and is normally done by organizations outside the Industry.

3. SETTING SYLLABI

a. Currently, experienced technical staff set syllabi for technical training but present syllabi will be progressively replaced by Competency Based Modular Training (CBMT).

b. For electronics training specific modules are set for different specialities, for example radar technology. This will also undergo progressive development.

c. The training of pilots is regulated according to international standards set by the Department of Civil Aviation.

d. The setting of syllabi for other defined skill groups will be undertaken progressively.

4. SETTING OF TESTING STANDARDS

Testing standards are set to match defined levels of competency in both theoretical and practical fields.

5. TRAINING OF TRAINERS OR INSTRUCTORS

a. Apprentice trainers are selected from experienced artisans who possess the necessary qualifications and theoretical and practical skills.

b. Instructors may undergo additional training geared to the needs of the industry.

6. FINANCING OF TRAINING

a. Direct training costs are borne by the individual companies concerned due to the diversity of skills required by the Industry.

b. Administrative costs, reserve and incentive funding are provided via a levy system on employers. Training grants from AITB are paid to Industry members to provide accredited training for specified categories of employees.

7. TRAINING FACILITIES

a. The board does not plan to operate its own facilities but it encourages the use of company owned accredited training centres.

8. CONTACT PERSON

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Chairman

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DEPARTMENT OF POST AND TELECOMMUNICATIONS

The issue of establishing an industry training board has not yet been addressed.

1. **RUNNING TRAINING COURSES**

a. The organization does training for its own needs.

b. It sometimes does training in technical fields for outside bodies.

c. Training courses include the following: Counter services, technical courses, postal delivery, letter sorting, telegraph training, telex operation, secretarial courses, leadership and socialization training, self development, interviewing and general management training.

d. Not all the technical staff of the organization are trained internally.

e. In addition, supervisory, support and middle level management staff also receive training.

f. Training for technical staff is geared almost entirely towards the acquisition of technical skills.

g. Training for support staff is geared almost entirely towards the acquisition of human relations and management skills.

h. Training for other staff is geared towards the acquisition of communication, human relations and management skills.

i. Training courses vary in length, depending on the nature of the course. Those for managers and supervisors last from 2,5 to 4,5 days. Technical training, however, varies from short 1 week skills courses to 18 week academic courses.

j. Various training methods including lectures and computer assisted training are used.

k. A modular based system of training is used for all skill levels.

l. Certificates are issued for those who complete management and technical courses. The extent of recognition these certificates receive is not known.

2. **CO-ORDINATING TRAINING**

a. The head office co-ordinates training done in the organization throughout the country. Such training takes place not only at training centres run by the department but also at smaller post offices in the form of in-service training.

3. **SETTING SYLLABI AND SETTING STANDARDS**

a. The department designs and develops its own courses for all levels of staff and for all skill levels.

b. It also sets standards by being in control of its own training.

4. **TRAINING FOR TRAINERS**

a. The department trains its own instructors and trainers.

5. **FINANCING OF TRAINING**

a. The department pays for training.

b. It also pays its employees whilst they are being trained.

6. **TRAINING FACILITIES**

a. The department has its own training facilities.

b. These facilities are not shared with other organizations.

c. They are well utilized.

7. CONTACT PERSON

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SOUTH AFRICAN STEVEDORES LIMITED

1. RUNNING TRAINING COURSES

a. The organization runs training courses for the stevedoring, fork-lift driving and shipping industries.

b. Courses are run for machine operators (e.g. fork-lift drivers), container operators, foremen (stevedore), supervisors, crane drivers and "gangway" signallers. Other areas in which training is given include cargo handling and handling techniques for various cargo types.

c. The estimated percentage of courses offered at each level of functioning is as follows:

- Top level management 5 %
- Middle level management 10 %
- Lower level management 10 %
- Supervisory level 15 %
- Support staff level 10 %
- Operative/production level 50 %

d. The estimated percentage of training directed towards the acquisition of each type of skill is as follows:

- Handling and manipulative 10 %
- Technical 25 %
- Cognitive 20 %
- Communication 15 %
- Human Relations 20 %
- Management 10 %

e. Training courses vary in length from two to five days.

f. Training methods include lectures, role-plays, audio-visual supplements, on-the-job-training and practical (off job) training.

g. A modular system of training is used for all types of skills.

h. Certificates are issued for main courses registered with the Department of Manpower, under the Manpower Training Act of 1981. These courses are recognised within the industry. Training has also been given to other members of the shipping/stevedoring industries, in terms of the aforementioned act.

2. **CO-ORDINATION OF TRAINING**

a. Training for the stevedoring, shipping, cargo handling and fork-lift driving industries is being currently co-ordinated between the organization itself and Portnet.

b. Private training centres and the Portnet Natal Training centre are used for doing the training.

3. **SETTING SYLLABI**

a. The organization is responsible for setting syllabi for the training courses that it presents as required by the operational/management needs of the industry as a whole.

b. Syllabi are set for all levels of posts, with the exception of top and middle management, and for all types of skills.

4. **SETTING STANDARDS**

a. Constant liaison and involvement with operations and management ensure that changing requirements are monitored to evaluate and recommend the level/standard of the training required.

b. Standards are set for all levels of posts, with the exception of top and middle management, to acquire all types of skills.

5. **SETTING EXAMINATIONS**

a. Examinations are designed for the specific level of skills or according to the objectives required.

b. Trainees are tested by oral/written or practical methods.

c. Evaluations are set for all levels of staff, with the exception of top and middle management and all levels of skill.

6. TRAINING OF TRAINERS

a. "In house" company trainers and "course controllers" are trained to facilitate training at all coastal branches and special projects, e.g. citrus exports.

b. Instructors are trained for the supervisory, support staff and operational/production worker level to teach all types of skills, with the exception of management skills.

7. TRAINING FACILITIES

a. The organization has its own training facilities which are well utilized.

b. The current training facilities are, although sufficient for immediate needs, not styled as a permanent training facility.

8. CONTACT PERSON

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TRAINING BOARD OF THE ROAD TRANSPORT INDUSTRY

1. RUNNING TRAINING COURSES

a. Courses are run for instructors and trainees in the transport industry.

b. 80 % of courses are directed towards supervisory and support level staff, 10 % towards management and 10 % towards operative staff.

c. Courses are geared to allow the trainee to acquire all levels of skills from handling and manipulative to management skills.

d. Training methods used are numerous, including lectures and tutorials, audio-visual techniques, case-studies, field-trips and group discussions.

e. A competency based modular system is not being introduced because it is not cost-effective or appropriate for the industry.

f. Certificates are issued which are recognised in all industries.

2. CO-ORDINATION OF TRAINING

a. The administration of training for the industry is handled by the board.

b. Development of training courses is undertaken by the board.

c. Consultations and an advisory service is offered.

d. Accreditation of courses is done by the board.

e. Courses are run by private training centres.

3. SETTING OF SYLLABI

a. The board undertakes needs analyses for training in the industry.

b. It compiles training goals and objectives.

c. It develops courses from these objectives.

4. **SETTING OF STANDARDS**

a. This is done simultaneously with developing courses.

5. **SETTING EXAMINATIONS**

a. The training board sets its own tests and examinations for skills needed in specific jobs.

6. **TRAINING OF TRAINERS**

a. Consultations are given for long term training plans.

b. In the short term, ad hoc training is given for trainers.

7. **TRAINING FACILITIES**

a. The organization does not have its own training facilities but it has access to other facilities that meet the standards set by the industry.

8. **CONTACT PERSON**

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TRANSNET (Previously S.A. TRANSPORT SERVICES)

This Training Board was established on 12 October 1990 and it was registered on 31 December 1990.

1. **RUNNING TRAINING COURSES**

   a. Each business unit, namely the airlines, the railways, the road transport, the harbour and pipeline sections, runs its own training courses for its staff.

2. **CO-ORDINATION AND ADMINISTRATION OF TRAINING**

   a. The training board functions according to the Manpower Training Amendment Act.

   b. Training is co-ordinated for the airline, transport, road transport, railways, harbours and pipeline industries.

   c. Training is done at TRANSNET'S own facilities with their own instructors, at their training college or else at any suitable outside organization including technical colleges, technikons and universities.

   d. Training is co-ordinated for all skills at all levels of staff for the needs of a large organization concerned with transport.

   e. The most important training areas are those of artisan training, training for semi-skilled employees, training of technicians, training of marketing personnel, and training of train drivers, pilots and cabin crew. In addition operators, clerical personnel, lorry drivers and cargo handling staff are also trained.

   f. Training courses vary in length from 1 week to 6 months.

   g. Artisan training is provided according to competency based modular training which entails that each apprentice progresses at his own speed, and the duration of the courses average between 30 and 48 months.

   h. Classroom training, on the job training, simulations and interaction skills training are various methods used.

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i. Certificates are issued for some but not all courses. Some are nationally recognised but not all. In future the training board will insure that certificates are nationally recognised.

3. SETTING SYLLABI AND SETTING STANDARDS

a. Syllabi are set separately for each business unit (airways, railways, road transport, harbours) in consultation with employers, employees and trade unions.

b. Specific training committees, which are part of the training board, determine contents of syllabi and standards of training.

4. SETTING EXAMINATIONS

a. During an interim period of approximately 24 months artisan testing will be undertaken by the Central Organization for Trade Testing (C.O.T.T.) at Olifantsfontein on behalf of the Training Board.

b. All other tests and examinations are handled by the individual business units.

c. The testing of artisans will gradually be performed at the individual business units.

5. TRAINING OF TRAINERS

a. Transnet trains its instructors and trainers at its own college.

6. FINANCING OF TRAINING

a. Each business unit finances its own training from its budget.

b. The training board is maintained by levies paid by each business unit.

7. TRAINING FACILITIES

a. The training board has access to the numerous training facilities of Transnet, as well as its own facilities.

b. Other organizations make use of their training facilities.

c. The facilities for artisan training are not fully utilized in the present economic climate.

8. CONTACT PERSON

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UNICORN LINES

1. GENERAL

The establishment of the Maritime Industry Training Board is strongly supported by such companies as Unicorn Lines, Safmarine and SA Stevedores. These companies are in the process of establishing an industry training board. A definite need exists for such a training board as the industry is not really formalized. Competitors, who do not train, lure personnel away from companies who have well established training programmes.

2. RUNNING TRAINING COURSES

a. Courses are run for the shipping industry.

b. Training is given in the areas of welding, deck rating, engine rating, catering rating, and general management. Courses are also run for deck officers and engineer officers.

c. Training is offered to the following levels of personnel: (all percentages are estimates)

▪ Middle level management	45 %
▪ Lower level management	20 %
▪ Supervisory level	10 %
▪ Support staff level	10 %
▪ Operative and/or production worker level	15 %

d. Training is given to acquire the following skills: (all percentages are estimates)

▪ Handling or manipulative	45 %
▪ Technical	20 %
▪ Cognitive	15 %
▪ Communication	2 %
▪ Human relations	3 %
▪ Management	15 %

e. Courses run by the organization last approximately 1 week.

f. Methods of training include lectures (theory input), behaviour modelling (videos), role play, group work, practical exercises, in-house training by consultants and assessments.

g. Certificates are issued to trainees who have successfully completed the first aid course in Zulu and the basic seamanship course by the Red Cross, the Department of Transport and the Fire Department. These certificates are recognized within the industry. Certificates issued for general management skills are recognized in other industries.

3. CO-ORDINATION AND ADMINISTRATION OF TRAINING

a. The organization does a training needs analysis.

b. It sets up an annual training plan.

c. It advises participants.

d. It orders training material.

e. It arranges budgets and evaluations.

f. It liaises with the Department of Transport and with other training bodies such as Technikons.

4. SETTING SILLABI

a. Unicorn Lines is a member of the syllabus working committees for seagoing certificates.

b. Syllabi are set only for operative/production worker level to acquire handling, technical and cognitive skills.

5. SETTING STANDARDS

a. Standards are set for all levels of personnel and for all types of skills in conjunction with the Department of Transport, the Technikons and the other marine training establishments.

6. SETTING EXAMINATIONS

a. Examinations are set by the syllabus working committees of which Unicorn Lines is a member.

b. Examinations are set for all levels of personnel to acquire handling, technical and cognitive skills.

7. TRAINING TO TRAINERS

a. Unicorn Lines trains its own instructors and trainers for in-house purposes only.

b. It offers training to instructors for presentation skills and on the job training for all levels of personnel (top level management excluded) to acquire all types of skills.

8. FINANCING OF TRAINING

a. The organization finances its own training itself.

b. The organization's involvement in financing training includes the following:

- the purchase of in-house courses and presentation.
- the support of a continuous cadet force of approximately 50 persons.
- administering a bursary scheme.
- financing outside training.

c. The organization finances training for all levels of personnel to acquire all types of skills.

9. TRAINING FACILITIES

a. The organization is satisfied with its own training facilities which it, at times, shares with other organizations.

b. These facilities are at present not fully utilized. The expansion of the industry in the future will promote better use of facilities and will make the hiring out of facilities feasible.

10. **CONTACT PERSON**

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5.7 FINANCE, INSURANCE, REAL ESTATE AND BUSINESS SERVICES

- First National Bank
- The Institute of Bankers (SA)
- Mutual & Federal Insurance Company
- Property Education Academy (SA)
- SA Foreign Trade Organization (SAFTO)
- Institute of Personnel Management (SA)

FIRST NATIONAL BANK

In view of the competitive situation among banks and the importance of a training strategy for each bank when trying to improve its services, a training board for the industry is not regarded as desirable at the present time by the various banks

1. **RUNNING TRAINING COURSES**

   a. The bank trains its staff to acquire both banking and effective management skills.

   b. An estimated 60% of courses are directed towards the operative or production worker level where banking skills are taught, while 13 % of courses cater for supervisory level staff, 10 % cater for lower level management and 10 % for middle level management. Two percent of courses are directed at support staff level and 5 % at top management level.

   c. The courses are directed toward acquiring the following skills: (all percentages are estimates)

   - Handling and manipulative 15 %
   - Technical 30 %
   - Cognitive 15 %
   - Communication 10 %
   - Human relations 10 %
   - Management 20 %

   d. The length of courses varies from one week of intensive training for management skills acquisition to one or two weeks or longer for training done at the branches.

   e. Training methods include residential lecturing, case studies and intensive work shops.

   f. Modules are prepared for self-administration of training in the branches.

   g. Certificates are issued for completed training, which are highly valued in the industry.

2. **SETTING SYLLABI, SETTING STANDARDS AND EXAMINATIONS**

   a. Syllabi are set by identifying training problems.

b. Research is done to identify these training problems.

c. The training medium is then matched to the training problem.

d. Training Courses are designed as live workshops.

e. Training material is flexible and can be self administered.

f. Standards set for training are related to the quality of the job the person does.

g. The aim of training is to improve productivity, so the training is very practical.

h. In order to ensure that training is effective, post course assignments are set.

i. Examinations have a practical orientation and involve not merely writing down answers, but also performing tasks.

3. **FINANCING OF TRAINING**

a. The bank finances its internal training itself. A corporate process is used to decide on the training budget.

b. The bank will also finance outside training if someone is nominated to do this training.

c. Loans are also given to staff who want to study. If they pass, the bank will reimburse them.

4. **TRAINING FACILITIES**

a. The bank has its own training facilities.

b. These facilities are not used by other organizations.

c. They are well utilized.

8. CONTACT PERSON

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First National Bank
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THE INSTITUTE OF BANKERS (SOUTH AFRICA)

1. SETTING EXAMINATIONS

a. The Institute organizes professional examinations for the purpose of advancing a candidate's knowledge in the theoretical principles and practice of banking.

b. Tuition for these examinations is provided by private colleges and is, in the main, done by correspondence.

c. Three diploma levels are offered, namely:

- A Certificate Course for which the entry level is non-matric.
- A Licentiate Diploma for which the entry requirement is a Std 10 certificate.
- An Associate Diploma for which the entry requirement is a Licentiate Diploma or a university degree.

d. The Institute provides an academic qualification for the banking and building society sector and does not provide skills training

e. On completion of a diploma, candidates are awarded a certificate. The various diplomas have been officially evaluated and carry a Human Sciences Research Council (HSRC) rating.

2. TRAINING FACILITIES

a. The tuition for the examinations is provided by correspondence colleges and, to a limited extent, by the banks. Examinations are written at the bank extra-murally.

3. CONTACT PERSON

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MUTUAL & FEDERAL INSURANCE COMPANY

1. GENERAL

Mutual & Federal is presently communicating with the Insurance Institute of South Africa (I.I.S.A.) and other insurance companies about the possibility of establishing an industry training board for the insurance industry. There are at present no definite plans to establish such a board and the matter is still under discussion.

2. RUNNING TRAINING COURSES

a. The organization trains its own staff for its own internal needs.

b. Training is given in the areas of insurance (technical matters), supervision and management.

c. The staff level at which training is geared is as follows: Middle level management 5 %; Lower level management 20 %; Supervisory level 30 %; Support staff level 25 %; Operative/production worker level 20 %.

d. The training aims at improving the following skills: Technical skills 60 %; Cognitive skills 10 %; Communication skills 10 %; Human relations skills 10 %; Management skills 10 %

e. Training last from 1 day to 4 weeks per module or per course.

f. Training methods include lectures, behaviour, modification techniques, experiential learning and group discussions.

g. A modular system of training is used for the acquisition of technical skills, cognitive skills, communication skills, human relations skills and management skills.

h. Certificates are issued for all courses once the evaluation process has been completed.

i. These certificates are recognised within the industry.

3. SETTING SYLLABI AND SETTING STANDARDS

a. Syllabi are set for technical insurance matters and for supervisory and management courses.

b. Standards are set by the organization for its own internal needs.

4. TRAINING OF TRAINERS OR INSTRUCTORS

a. In-house trainers are trained to present in-house technical training courses on an on-going basis.

b. These in-house trainers give training to all levels of staff, excluding top level management and middle level management in all the necessary skills.

5. TRAINING FACILITIES

a. Mutual & Federal has its own training centre which has been equipped to meet the organization's own internal needs. These facilities are at present optimally utilized.

6. CONTACT PERSON

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PROPERTY EDUCATION ACADEMY (INSTITUTE OF ESTATE AGENTS) (SOUTH AFRICA)

1. RUNNING TRAINING COURSES

a. The organization runs courses at three levels, namely a Basic Capital Course which serves as an introduction to real estate, an advanced course for the Diploma in Advanced Property Practice and a course to enable students to write the official Examination of the Estate Agents Board. Refresher courses for experienced estate agents are also run.

b. The course contents vary according to level. At the basic level, practical aspects of real estate practice and finance are taught. At the advanced level, property law and administration are taught. For the board examinations, all aspects of property practice, from legal to financial, are taught.

c. As far as the duration of courses is concerned, these vary from 2 days to 2 weeks.

d. A modular system of training is used.

e. Training methods include lectures, written materials, case studies, debates, discussions and active class participation.

f. Certificates are issued for the three levels of courses which are recognized within the industry.

2. SETTING SYLLABI AND SETTING STANDARDS

a. The organization decides on the course content for its own courses - Basic and Advanced.

b. Standards for examination are set by the Estate Agents' Board.

3. TRAINING FACILITIES

a. The organization does not have its own training facilities but has access to facilities of other organizations.

4. CONTACT PERSONS

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SOUTH AFRICAN FOREIGN TRADE ORGANIZATION (SAFTO)

1. RUNNING TRAINING COURSES

a. The organization runs training courses for all industries involved in export.

b. Courses and workshops are run in export administration, management, law and finance as well as in counter trade and foreign exchange management.

c. Most courses are directed at management levels, one third at top level, one third at middle level and one third at lower level management. Certain courses, however, are also directed at clerks and secretaries working in an export environment.

d. Approximately 70% of courses are geared towards the acquisition of technical skills, 15 % towards the acquisition of cognitive skills and 15 % towards management skills acquisition.

e. Courses last between one to five days. The organization also runs a 3 year correspondence course in Export Management under the auspices of the Institute of Export which is part of SAFTO.

f. Courses are also developed for specific organizations.

g. This is done by means of assessing problem areas within the organization and then developing a training strategy to deal with these problems. These courses are unique and developed for each organization.

h. Training methods include lectures, case studies, audio-visual aids and looking at the job situation so that courses can be geared to the needs of specific organizations.

i. A modular competency based training system is not used. However a computer based training programme is currently being evaluated.

j. Certificates are issued to successful trainees. These are regarded as a standard of achievement by companies involved in exporting. Certificates are used to help individuals gain employment. The Diploma of the Institute of Export has international recognition.

2. SETTING SYLLABI

a. The organization is totally responsible for setting the syllabi for the training courses and for the lectures that it presents.

3. SETTING STANDARDS

a. There is a course appraisal system which acts as a means of quality control over training.

b. The organization establishes training parameters and then sets standards, based on existing knowledge of the requirements for exporting.

c. Feedback is given by the trainees and courses are modified on the basis of this feedback.

4. SETTING EXAMINATIONS

a. The setting of tests and examinations is a joint responsibility of the lecturers and the training manager.

5. TRAINING FACILITIES

a. The organization has its own training facilities which are well utilized

b. They are not shared with other organizations.

6. CONTACT PERSON

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INSTITUTE OF PERSONNEL MANAGEMENT (S.A.)

1. RUNNING TRAINING COURSES

a. The organization offers training in personnel management, in human resource development, and in industrial relations. These courses are offered to a wide spectrum of industries in both the private and the public sectors

b. Almost all training (95 %) is geared at management (75 % of training caters for lower level and 20 % for middle level managers), whilst 5 % of training is geared at the support staff level.

c. As far as skills acquisition is concerned, 20 % of training is directed towards technical skills, 20 % towards cognitive skills, 20 % towards communication skills, 10 % towards human relations skills and 30 % towards management skills.

d. Courses last for 1 to 5 days.

e. Methods used include lectures, group discussions, case studies, role playing, videos and computer based training.

f. The organization makes use of a modular system of training to acquire all skills, except management skills.

g. Certificates are issued to trainees. Some are competency certificates, while others are attendance certificates. These certificates are widely recognized among personnel practitioners.

2. SETTING SYLLABI

a. Curricula are set for the training of personnel practitioners.

b. Advice is given on the contents of syllabi for diplomas in personnel practice to technikons, technical colleges and other organizations giving diplomas.

3. SETTING STANDARDS

a. The South African Board for Personnel Practice set standards which are adhered to by the institute.

4. SETTING EXAMINATIONS

a. The organization is involved in setting its own tests for completing certificate courses.

b. The Board for Personnel Practice sets examinations for diploma courses.

5. TRAINING OF TRAINERS

a. The institute trains people to do training in an organization from entry level to training managers for a variety of fields.

6. TRAINING FACILITIES

a. The organization has its own training facilities which are well utilized and which are not shared with others.

7. CONTACT PERSON

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5.8 COMMUNITY, SOCIAL AND PERSONAL SERVICES

- The Apprentice Training Board for Local Authorities
- Association of Private Colleges
- The Association of Correspondence Colleges
- City Council of Johannesburg
- City Council of Pretoria
- Hairdressing and Cosmetology Industry Training Board
- The Security Officers Board Training Committee

THE APPRENTICE TRAINING BOARD FOR LOCAL AUTHORITIES

The Apprentice Training Board manages, in accordance with the Manpower Training Act 1981 (Act 56 of 1981), apprenticeship training for local authorities.

1. CO-ORDINATION OF TRAINING

a. Since March 1990 the Apprentice Training Board for Local Authorities has taken over the previous functions of the Registrar of Manpower regarding training of apprentices for local authorities.

b. The Training Board therefore co-ordinates the training of production level personnel for the improvement of technical skills.

c. Co-ordination with other Industrial Councils regarding the training standards of the concerned industries also takes place.

d. The duration of co-ordinated training is 32 weeks.

e. Lectures, on the job training and technical studies are some of the training methods that are used. Competency based modular training programmes are used for the improvement af technical skills.

f. A certificate is awarded to the apprentice when an apprenticeship test is passed. Should the trainee be unsuccessful and fail such a test, a certificate is issued for those modules in which he was successful, once the contract has been dissolved.

g. These certificates bear the signature of the Registrar of Manpower and are thus recognised nationally.

2. THE COMPILATION OF TRAINING SYLLABI AND STANDARDS

a. The Apprentice Training Board compiles syllabi and training standards, apprentice test standards and courses for local authorities for the following trades:
Electrician, fitter and turner, motor mechanic, plumber, bricklayer (mason), motor car electrician, panelbeater, plate-maker/welder, joiner/cabinet-maker, painter and decorator, cooling mechanic, electronics-equipment engineer, radio communication engineer and blacksmith.

b. Training standards and courses are compiled for production personnel for the improvement of technical, mental and manual skills.

c. The Board makes use of a skills controller and an accrediting committee (including engineers and technicians) that set training standards.

3. EXAMINING OF TRAINEES

a. All examinations take place at Olifantsfontein at present.

b. In the foreseeable future, accredited centres of the Apprentice Training Board for Local Authorities will begin to do their own testing according to set standards.

4. TRAINING OF INSTRUCTORS

a. The skills controller at the Board will, from beginning of 1991, present courses to instructors of accredited Local Authority centres. They will thus comply with the requirements of Local Authority Bodies.

b. These instructors will be used in the training of production personnel for the improvement of technical skills.

5. FINANCING OF TRAINING

a. Local Authority Bodies pay levies to the Board (± R3,50 per worker i.e. -0,02 % of the salary budget). Training at centres and skills tests are paid for by the Board. It is envisaged that in future, technical training up to the N2 qualification level will be subsidised by the Board.

6. TRAINING FACILITIES

a. The Local Authority Bodies possess well equipped training centres. It is planned to expand these in the near future.

7. **CONTACT PERSON**

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ASSOCIATION OF PRIVATE COLLEGES

1. SETTING STANDARDS

a. The primary aim of the Association is to strive to improve the standard of tertiary education at private colleges throughout Southern Africa.

b. The Association was originally formed to set common standards and to represent the interests of the industry to Government, to the media and to the public.

c. The Association has formulated a Code of Ethics to guide their members in maintaining the highest professional standards.

d. Approximately 80 private colleges belong to the Association.

e. These colleges, between them, offer a wide range of courses mainly covering the acquisition of business skills.

f. With regard to new members, prior to membership being granted, an investigation is made into their financial stability, the quality of the teachers giving courses, the quality of the courses offered and the quality of their examinations.

g. All prospective member colleges are inspected by the Association prior to acceptance as a member.

h. All members are encouraged to participate in external examinations and to ensure that independent invigilators are present at all examinations.

i. The work of the Association is hampered by the fact that almost anyone can open a training institution without any form of registration or regulation.

2. CONTACT PERSON

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THE ASSOCIATION OF CORRESPONDENCE COLLEGES

1. TRAINING COURSES OFFERED

a. The correspondence colleges offer a wide variety of school, post-school and professional training courses, for example computer programming, accounting, secretarial courses, management and professional career training, technical studies and a number of other career programmes.

b. All are year-long courses with the exception of school tuition (1-2 years) and professional career training (3 years).

c. The colleges offer distance tuition to individuals from all population groups in the form of semester/tri-semester courses.

d. National certificates for school tuition are awarded by the different Education Departments. Candidates who complete career, management, and commercial training receive a certificate from the relevant Institute (for example the Institute for Administration and Commerce) as well as a certificate from the college. The individual college issues certificates for all non-technical and non-career oriented courses.

e. The certificates awarded by the correspondence colleges enjoy national recognition.

2. CO-ORDINATION OF TRAINING

a. The Association does not administer the training offered by correspondence colleges.

b. The Association of Correspondence Colleges serves the interests of the industry and offers support to correspondence colleges.

3. THE COMPILATION OF TRAINING SYLLABI

a. School syllabi are handled by the different Education Departments.

b. Syllabi for management, commercial and career programmes are compiled by the various Institutes in consultation with the colleges. The colleges compile text books on the basis of these syllabi.

c. The compilation of all other syllabi are handled by the colleges themselves. Experts from outside institutions are utilised where necessary.

4. THE DEVELOPMENT OF TRAINING SYLLABI

a. All school tuition meets the pre-requisites of the Department of National Education.

b. The Institutes set the training standards for management, commercial and career tuition.

c. The colleges have a code of ethics which serves as a guideline for standards, and which must comply with the standards prescribed by the Correspondence Colleges Act.

5. THE EXAMINATION OF STUDENTS

a. The colleges handle the examination of all students except students taking management, professional, commercial and career courses.

b. The Act stipulates that students must be given lectures and text books; that a test must be passed; marks must be provided and that students must be given the completed answer sheet.

c. Students taking management, professional, commercial and career courses are examined externally by the Institute concerned.

6. THE TRAINING OF LECTURERS

a. The colleges/association do not offer training for instructors/lecturers. Graduates with a teaching and/or university background or people with appropriate qualifications are appointed as lecturers.

7. THE FINANCING OF TRAINING

a. The Association does not finance any training. Students pay an enrolment fee per course.

8. TRAINING FACILITIES

a. The correspondence colleges offer distance tuition and do not therefore need training facilities for this purpose. Where necessary, the colleges have the infrastructure that is needed.

b. The correspondence colleges offer tuition to other institutions.

9. CONTACT PERSON

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CITY COUNCIL OF JOHANNESBURG

The type of training given by two municipalities namely Johannesburg and Pretoria is described here as examples of training that can be undertaken for staff by municipalities.

1. RUNNING TRAINING COURSES

a. The municipality runs training courses for all local authorities in the region.

b. All administrative functions relevant to all the various departments in the municipalities are taught.

c. Courses are run for middle and lower level managers, for supervisors and support staff.

d. Cognitive, communication, human relations and management skills are taught.

e. Courses vary in length from less than one day to nine days.

f. Training methods include lectures, role playing and self administered modular courses.

g. A modular system of training is used for some courses, including one on a code of conduct.

h. Certificates are issued to successful trainees which are recognised by other municipalities.

2. CO-ORDINATION OF TRAINING

a. The training by municipalities in this region is co-ordinated by the City Council of Johannesburg.

3. SETTING SYLLABI

a. The course content is determined by starting with a needs analysis.

b. Then a course is initiated or developed to satisfy these needs.

c. Then arrangements are made to run courses.

d. An education committee is involved.

4. TRAINING OF TRAINERS

a. There are three courses used for the training of instructors.

5. **TRAINING FACILITIES**

a. The facilities of the various local authorities in the region are used for training.

b. These facilities are well utilized.

6. **CONTACT PERSON**

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Co-ordinator : Training
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0001

CITY COUNCIL OF PRETORIA

Courses for municipalities are managed by either the relevant training board or by the individual municipality.

1. RUNNING TRAINING COURSES

a. Each municipality runs its own training courses.

b. The courses fall into two categories, namely technical and non-technical.

c. Technical training includes artisan training and the training of operators, technicians and student engineers.

d. Non-technical training includes management, computer, line function and orientation courses.

e. Training is given to all levels of staff for the acquisition of all levels of skills.

f. The length of training courses varies from less than one day to 12 weeks.

g. Training methods include formal lectures, mentorship, role play, demonstrations and case studies.

h. A modular system of training is used for the acquisition of artisan and technical skills.

i. Certificates are issued by the Local Authorities Training Board for registered courses.

j. Internal certificates are issued for those courses that are not registered.

k. Both types of certificates are recognised by other municipalities.

2. CO-ORDINATION OF COURSES

a. Selected municipalities act as regional training centres and co-ordinate all the registered courses in the region done by and for the smaller municipalities.

3. SETTING SYLLABI AND SETTING STANDARDS

a. The assessment of training needs is done by means of using both the nominal group technique and think tanks and through administering questionnaires.

b. A team of managers, training officers, line staff, trainees and, when necessary, outside experts, is used to assess training needs.

c. As far as standards are concerned a distinction is made between technical and non-technical courses.

d. For technical courses, national standards are laid down and it is possible to assess achievements against these standards.

e. For registered non-technical courses, each municipality sets its own work standards. In addition to a needs assessment, use is made of a work study expert to do so when necessary.

4. SETTING EXAMINATIONS

a. First the components of the course are evaluated in terms of the requirements that the courses will meet.

b. Written tests and practical demonstrations of learning are used to assess the trainees.

c. The line supervisor also evaluates trainees in terms of the application of training to the actual work situation.

d. Modular training tests are held at the end of each module.

5. FINANCING OF TRAINING

a. Internal non-registered training courses are financed by the municipality itself.

b. A levy is paid to the relevant training board for other training.

c. Students can also receive bursaries or participate in loan schemes.

6. TRAINING FACILITIES

a. Some municipalities have their own training facilities which they share with other municipalities and industries in the area.

b. . Use is also made of other training venues when necessary.

7. CONTACT PERSON

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HAIRDRESSING AND COSMETOLOGY INDUSTRY TRAINING BOARD

This is a new training board which was started in November 1989.

1. RUNNING TRAINING COURSES

The board does not offer any of its own training courses at present.

2. CO-ORDINATION AND ADMINISTRATION OF TRAINING

a. The board co-ordinates and administers apprenticeship training for the industry.

b. It has developed modules for a three year apprenticeship.

c. It administers training for the hairdressing, cosmetologist and hair products industries.

d. Training for the board is done at technical colleges and private training centres.

e. All the training focuses on the acquisition of technical skills for the operative or production worker level.

f. Future plans include management training.

g. Courses on hairdressing products last up to 2 weeks.

h. Apprenticeship training modules are run on a competency basis, with minimum prescribed periods of formal training.

i. Nationally recognised certificates in the industry are given to those who successfully complete courses.

3. SETTING SYLLABI AND SETTING STANDARDS

a. Syllabi and standards are set by a sub-committee consisting of hairdressers and trainers.

b. The board is to establish training evaluation panels throughout the country. These panels will consist of experienced specialists.

4. SETTING EXAMINATIONS

a. At present testing for hairdressers is mainly done at Olifantsfontein.

b. The board however feels that these standards are not high enough and they are too rigid.

c. It aims to set up decentralised training centres where experienced hairdressers, employer representatives, trade union representatives and a member of the training Board will examine students.

5. TRAINING OF TRAINERS

a. This is mainly done at the technical colleges.

b. At present, experienced hairdressers are used as instructors.

c. The Board will recognise trainer training courses offered by recognised and accredited training organizations.

6. FINANCING OF TRAINING

a. Employers and individual students finance their own training at present.

b. The Board is financed by means of a levy system.

7. TRAINING FACILITIES

a. The Board does not have its own facilities but it has access to the facilities at other centres and technical colleges.

8. CONTACT PERSON

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THE SECURITY OFFICERS BOARD TRAINING COMMITTEE

With the promulgation of the Security Officers' Act, Act 92 of 1987, the Minister of Law and Order formulated the Security Officers Board as a controlling body in the Security Industry.

The Security Officers' Board will control security standards in a variety of areas. For the purpose of controlling security training standards, the Security Officers' Board has appointed the Security Officers' Board Training Committee.

The objectives set for the Security Officers' Board Training Committee are:

- To identify training needs in the security industry.
- To establish minimum training standards.
- To establish training criteria and competency standards.
- To liaise with other Training Boards to ensure that training in the industry is keeping pace with new developments in the training field.
- To consider evaluation reports and to submit recommendations to the Security Officers' Board, for final accreditation or for withdrawal from the Training Centre those people whose performance does not comply with the standards prescribed by the Board.

It is envisaged that the security training standards will be under the guidance and control of the Security Officers' Board. Discussions with the Department of Manpower are presently being conducted in this regard.

FOR FURTHER INFORMATION CONTACT:

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5.9 THE REGIONAL TRAINING CENTRES

- Apex
- Boskop
- Central District
- Chamdor
- Eastern Cape
- Natal
- Northern
- Vaal Triangle
- Western Cape

THE REGIONAL TRAINING CENTRES

1. GENERAL

There are currently nine regional training centres across the country that serve the training needs of employers from all economic sectors. The regional training centres and their branches are given in Table 1.

2. TRAINING COURSES, TRAINING SYLLABI AND TRAINING STANDARDS

The training courses that are offered have been designed and implemented in close liaison with the industries which require training. Standards are set according to those established in the workplace. All of the courses are designed to give every trainee a thorough, systematic training in his field, while remaining flexible enough to accommodate the specific needs of the company, the employer, the entrepreneur and the businessperson. The extent to which each training centre is currently involved in training, the industries whose training needs are served and examples of types of courses offered at each of the nine centres as at April 1990, are given in Table 2.

Six levels of vocational training were investigated, namely top level management, middle level management, lower level management, supervisory staff level, support staff level, and operative/production worker level. The skills that were involved at each of these levels, were divided into different facets, namely, handling/manipulative skills, technical skills, cognitive skills, communication skills, human relations skills, and management skills. Table 3 gives a description of the training offered at the nine regional training centres according to level of staff and types of skills taught. The average duration of courses, the training methods, the use of competency based modular training, the certificates awarded and the extent to which these are recognised, examinations and courses registered with the Department of Manpower as at April 1990 are also indicated.

3. THE CO-ORDINATION OF TRAINING

The nine regional training centres are members of the Association of Regional Training Centres. The aim of this Association is to co-ordinate the training offered by all of the training centres. An executive officer has already been appointed and a central office is in the process of being established. The Association is busy drawing up marketing brochures.

4. CONTACT PERSON

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TABLE 1 : REGIONAL TRAINING CENTRES

CENTRE	CITY	BRANCHES
Apex	Benoni	Alrode, Balfour, Bethal, Heidelberg, Nigel
Central	Bloemfontein	Bethlehem, Bothaville, Botshabelo, Bultfontein, Ficksburg, Harrismith, Hennenman, Kimberley, Kroonstad, Upington, Welkom
Boskop	Potchefstroom	Bethlehem, Delareyville, Eastern Cape
Chamdor	Krugersdorp	Alexandra
East Cape	Port Elizabeth	Cradock, Graaff-Reinet, George, Middelburg, Mossel Bay, Oudtshoorn, Port Alfred, Queenstown
Natal	Pinetown	Durban, Ladysmith, Newcastle, Pietermaritzburg, Scottburgh
Northern	Pretoria	Louis Trichardt, Middelburg, Nelspruit, Pietersburg, Rosslyn, Tzaneen, Warmbaths, Waltloo, Witbank
Vaal Triangle	Vanderbijlpark	Ennerdale, Heilbron, Parys, Sasolburg, Sebokeng, Sharpeville
Western Cape	Cape Town	Epping, Strand, Vredenburg, Worcester

TABLE 2

REGIONAL TRAINING CENTRES - FOCUS AREAS OF TRAINING

CENTRE	INVOLVEMENT IN TRAINING	INDUSTRY SERVED	EXAMPLES OF TYPES OF COURSES OFFERED
BOSKOP	Gives training Co-ordinates training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors	Agriculture	Milk machines Animal care Wool preparation and sheep shearing Vegetable gardening Tobacco sorting Grading and packing of fruit Supervisory course Mechanics course
EAST CAPE	Gives training Co-ordinates training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Develops courses Makes audio visual material Placement (rent a skill)	All industries including Motor Construction Textiles	Management and supervision Administration Computer training Technical training Artisan and apprentice training Building and construction Security Cooking, serving (waiters) and domestic Driving machines Operating machines
WESTERN CAPE	Gives training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Trains informal sector people	Informal sector Bakers Transport industry Security industry Civil engineering Laminating (wood) Wood industry Hotel industry	Wire twisting Truck driving Barmen and waiters training Baking Power machinery operating Motor vehicle driving and other driving Training instructors Crafts
CENTRAL	Offers training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Does training needs analysis Places trained unemployed	Building Civil engineering Road transport Hotel and catering Local authorities Agriculture Motor Security Clothing	Technical training Administration and clerical Shop assistants Storemen Cooks Domestic assistants Building & Construction Operator & Driver training Agricultural training
NATAL	Gives training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors	Hotel and catering Plastics Motor Steel Civil engineering Security Road transport Local authorities Clothing Printing	Welding Cooking Waiter training Operating machines Apprenticeship Fitting Six M programme Computer Driving vehicles Scaffolding
VAAL TRIANGLE	Gives training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors	Iron and steel Motor Road transport Dairy industry Building	Electrical Fitting and turning Welding Boiler making Supervision Vehicle driving and forklifting Mechanical Building Cabinet making
CHAMDOR	Gives training Co-ordinates training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Does training needs analysis Gives consultations in management training	Hotel and catering Motor Security Engineering and metal work Building Printing Electrical and electronic Cleaning Clothing	Welding Metal work Fitting and turning Motor mechanical Electronics Building Crafts Vehicle driving Machine operating Waiters and barmen Printing Supervision Administration

(continued)

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TABLE 2 (continued)

CENTRE	INVOLVEMENT IN TRAINING	INDUSTRY SERVED	EXAMPLES OF TYPES OF COURSES OFFERED
NORTHERN	Gives training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Does course costs estimation	Electronic and electrical Transport Building Clothing Hotel and catering Security Engineering and metal work Informal sector Motor industry	Welding Woodwork Security Vehicle driving and forklifting Waiters and barmen Petrol attendents
APEX	Gives training Sets syllabi and course contents Sets standards Sets examinations and tests Trains instructors Does training needs analysis Trains informal sector	Catering Meat Bakers Engineers Civil industry Transport Security	Welding Electrical Chef and cooking Waiting (serving) Meat technicians Civil engineering Vehicle driving Forklifting

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TABLE 3

REGIONAL TRAINING CENTRES - DESCRIPTION OF TRAINING

	TRAINING CENTRES								
	BOSKOP	EAST CAPE	WESTERN CAPE	CENTRAL	NATAL	VAAL TRIANGLE	CHAMDOR	NORTHERN	APEX
a) Level of staff	%	%	%	%	%	%	%	%	%
Top management	1	5	0	0	0	0	5	0	0
Middle level management	2	10	0	0	5	2	5	0	0
Lower level management	5	15	7	1	10	2	5	3	0
Supervisory level	20	20	7	2	12	10	5	6	8
Support staff level	36	30	6	5	13	20	20	8	46
Operative and/or production worker level	36	20	80	92	60	66	60	83	46
TOTAL	100	100	100	100	100	100	100	100	100
b) Skills taught	%	%	%	%	%	%	%	%	%
Handling and manipulative	75	30	33	30	60	30	40	37	46
Technical	15	30	33	25	15	50	30	37	46
Cognitive	5	10	33	20	5	10	10	12	2
Communication	3	10	0	10	10	5	10	10	2
Human relations	2	10	0	10	5	4	5	2	2
Management	0	10	0	5	5	1	5	2	2
TOTAL	100	100	100	100	100	100	100	100	100
c) Duration of courses	weeks	weeks	weeks	weeks	weeks	weeks	weeks	weeks	weeks
Top management	1	<1 to 1	-	-	-	-	<1	-	-
Middle level management	1	1 to 2	-	-	1	1	1	-	1 to 2
Lower level management	1 to 2	1 to 2	1	1	2	1	1	2	2
Supervisory level	1 to 2	2 to 3	1 to 2	1 to 2	2	2	2	3	2
Support staff level	1 to 3	1 to 3	2	1 to 2	1	3	6	2 to 3	1 to 7
Operative and/or production level	<1 to 1	<1 to 4	3 to 4	1 to 14	2 to 6	1 to 12	3	3	1 to 7
d) Training methods	Performing tasks. Lecturers.	Explain. Demonstrate. Practice. Evaluate.	Explain. Demonstrate. Practice.	Lectures and notes. Practical. Visual media. Videos.	Video tapes. Practical application. Demonstration. Practice. Lectures.	Lectures (managers). Practical training (others).	Lectures. On the job training. Practical applications.	Lectures. Video tapes. Practical demonstrations. Practice.	Lessons. Practical tasks. Criterion referred instruction.

(continued)

TABLE 3 (continued)

	TRAINING CENTRES								
	BOSKOP	EAST CAPE	WESTERN CAPE	CENTRAL	NATAL	VAAL TRIANGLE	CHAMDOR	NORTHERN	APEX
e) Modular training	Yes.	Yes.	Yes.	In the process of change.	In the process of change.	Investigating the system.	Moving towards the system.	Planning to do so.	Moving in that direction.
f) Certificate given	Yes, after passing test.	Yes, after passing test.	Yes, after passing test.	Yes, after passing test.	Yes, after passing test.	Yes, after passing test.	Yes, attendance and competence if tasks completed.	Yes, indicating which tasks the trainee can perform competently.	Yes, in consultation with Department of Manpower & Trade and Industries.
g) Certificate recognised	Yes, all relevant industries.	Yes, because many industries do not have their own certificates.	Yes, people who are trained are easily placed.	Yes, enjoys countrywide recognition.	Yes, by all industries.	Yes, the same skill can be used in different industries.	Yes, employers recognise the value of training.	Yes, particularly longer courses.	Yes, where the same skill can be used in various industries.
h) Examinations and tests	Mostly internal tests during training, but also external examinations.	Done throughout training as well as at the end of the course.	All trainees are tested for all courses.	Require the person to be able to perform task well. Trainees tested during and at end of course.	During training testing is done.	Trainees are tested throughout their courses.	Trainees evaluated throughout course using a "mark sheet".	Both tests throughout course and examination at the end of the course.	Testing takes place during training.
i) Courses registered with Department of Manpower.	All (105)	Some: (180 are registered (*), 120 are not registered (**)).	All according to rebate list.	Vast majority (318 are registered, 13 are not registered - for informal sector).	Vast majority (number not included) 10 to 12 not registered.	Some: (40 are registered, 10 are not (*)).	All (150)	Most: (300 registered courses, 34 (**) not registered)).	All (300)

(*) Courses given to people earning more than R18 000 per annum are not registered.
(**) These centres have developed courses for organizations or else they have developed management courses which are not registered.

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